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Executive Compensation

by Edwin S. Mruk and James A. Giardina

The Ninth Biennial Study
Sponsored by the Financial Executives Institute

ARTHUR YOUNG

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by Edwin S. Mruk and James A. Giardina
of Arthur Young & Company

Sponsored by
FINANCIAL EXECUTIVES INSTITUTE

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Foreword

This report provides a comprehensive summary of a study of the salary and bonus compensation levels of 1,250 corporate chief executive officers, 6,700 top executives, and 4,500 senior financial managers. More than 1,425 companies, spanning most major industry classifications, provided the data. The study on which the report is based was conducted by Edwin S. Mruk and James A. Giardina of Arthur Young & Company and sponsored by the Financial Executives Institute.

This ninth biennial study has been significantly expanded and now includes data for most of the senior executives who report to the CEO. It provides information about a total of 22 executive positions, which are described in the introduction.

The first sections of the report contain summaries of findings about the chief executive officer, top executives, and senior financial management executives. The book also provides compensation tables for each position by industry group (manufacturing, nonmanufacturing, and financial services) and by individual industries.

When making comparisons between the study findings and compensation levels in their own companies, readers should realize that there may be substantial differences in responsibility and authority between positions bearing the same title. It is also important to note that it is possible that certain statistical biases may exist in the data, because random sampling techniques were not used.

Arthur Young & Company, the authors, and the Financial Executives Institute express their appreciation to all the companies that provided the data on which this report is based. In addition, the authors gratefully acknowledge the assistance of Thomas S. Tilghman in the overall management of the project, and of Carol B. Goodman and Yorgen H. Edholm in the preparation and analysis of the data.

We would also like to extend special thanks to Robert W. Moore of Financial Executives Institute for his group's support and help.

Introduction

Scope and Method of Study

The information in this year's study was accumulated from questionnaires that were sent to each company in the Financial Executives Institute membership and to other companies in such industries as retailing, banking, and insurance.

More than 1,425 companies responded to the questionnaire, providing compensation information for a total of 12,450 executives in 22 positions. Each response was edited for completeness and consistency to ensure efficient processing and appropriate use of information.

Respondents were asked to provide base salary data for each executive for the years 1979, 1980, and 1981, and bonus data for 1979 and 1980. Data reported for 1979 and 1980 represent base salary levels and bonuses as of December 31. Data reported for 1981 reflect base salaries as of January 31, 1981.

For the purpose of our analysis, positions were divided into the following three categories:

Chief Executive Officer

Top Executive Group
Chief Operating Officer
Top Financial Officer
Top Marketing Executive
Top Sales Executive
Top Manufacturing Executive
Top Human Resources Executive
Top Strategic Planning Executive
Top Legal Executive
Top International Executive
Controller
Treasurer

Senior Financial Management Group
Top Financial Relations Executive
Top General Accounting Executive
Top Tax Executive
Top Financial Planning Executive
Top Systems and Data Processing Executive
Top Budget Executive
Top Internal Audit Executive
Top Credit and Collection Executive
Corporate Risk Management Executive
Cash Management Executive

Executive Job Descriptions

Each of the positions included in the study is described below:

Chief Executive Officer

The executive with final responsibility to the board of directors and shareholders for the organization's current profitability and long-range growth. In some instances, the chief executive officer may hold the title of chairman, and in others, president.

Chief Operating Officer

The executive responsible for coordinating and directing the activities of the corporation in accordance with the policies and objectives established by the directors of the company. Specific functions usually include the following: assisting in the development of policies regarding all corporate functions; directing management in conducting business activities in all areas—including short- and long-term planning, financial areas, production, marketing, and personnel; establishing policies to ensure adequate management development; establishing controls to maintain adequate communications and information flows; evaluating the results of overall operations; ensuring that all corporate activities are carried out in accordance with government laws and regulations; and directing growth and acquisition activities.

Top Financial Officer

The principal executive responsible for the organization's financial plans and policies, its accounting practices, and the conduct of its relationships with lending institutions, shareholders, and the financial community. Duties usually include executive direction of treasury, budgeting, audit, tax, real estate, and insurance activities; and development of accounting and statistical data for internal control.

Top Marketing Executive

The executive responsible for marketing the company's products and services in compli-

ance with such corporate objectives as maximizing sales volume, profitability, and market share. Specific functions usually include developing short- and long-term marketing strategies; developing pricing strategies; using market research to identify and capitalize on market opportunities; evaluating market reactions to advertising, merchandising procedures, and packaging; and adjusting marketing strategies to reflect changing conditions.

Top Sales Executive

The executive responsible for planning and controlling the activities of sales personnel and developing the maximum sales volume for the company's products and services. Typical duties include developing pricing, distribution, and other policies to ensure the most efficient and effective operation of sales activities; directing the activities of sales personnel—including customer communications, order taking, participation in trade conventions, and new business development; ensuring adequate training of, and communications with, sales personnel; directing sales personnel in the preparation of long- and short-range sales forecasts; developing sales programs and appraising their results against planned objectives; and approving expense budgets for sales personnel.

Top Manufacturing Executive

The executive responsible for the efficiency of manufacturing activities and the quality of the resulting products. Functions typically include formulating manufacturing policies and programs; inventory control; forecasting manpower and facility requirements; developing production time and quality standards; controlling manufacturing costs; supervising installation and maintenance of manufacturing equipment; identifying and alleviating production bottlenecks; ensuring prompt delivery of goods to customers; and directing the preparation of specifications for plant equipment and necessary supplies.

Top Human Resources Executive

The executive responsible for the development and administration of employment and personnel policies. Specific functions usually include developing and administering hiring procedures and compensation policies; dealing with unions and employee groups in matters of labor relations; developing and monitoring training and development programs, career planning services, safety and health regulations, and employee benefits and services; directing various activities designed to maintain a high level of employee morale; and keeping abreast of government laws and regulations such as OSHA, ERISA, and EEO, and formulating policies consistent with these rules.

Top Strategic Planning Executive

The executive responsible for directing the long-range corporate planning and development program. This means first defining goals and objectives for corporate growth and then meeting them. Typical duties include assisting corporate officers in developing corporate objectives—including rate of return, rate of increase in sales or market share, and product-line objectives; developing and directing plans to achieve goals; evaluating the capacity of the company to meet its objectives—in terms of finance, manpower, and facilities; reviewing proposals for major expenditures to ensure their economic feasibility and compatibility with corporate objectives; seeking out and assessing outside opportunities for the company—such as joint ventures, investments, or possible acquisi-

tions; and assessing corporate performance and progress in meeting established goals.

Top Legal Executive

The executive responsible for directing the company's legal activities in a manner that protects its legal interests. Specific functions usually include counseling all company executives on legal matters within their functional areas; providing counsel to company personnel in order to safeguard company interests in corporate matters involving legal documents (i.e., contracts, mergers, or leases); handling the registration and protection of patents and trademarks; defending the company in any legal action taken against it and initiating legal action against aggressors; and reviewing the legal aspects of pricing and sales promotion programs.

Top International Executive

The executive responsible for the development of foreign markets. Typical duties usually include investigating potential marketing opportunities in different locations; interpreting foreign policies regarding market development in those locations; distributing products on an international basis; and keeping abreast of foreign political activities, trade and tariff policies, and social conditions—both in market and potential market areas. (Duties may also include responsibility for manufacturing in overseas locations.)

Controller

The executive immediately responsible for the organization's accounting practices, for maintenance of its fiscal records, and for preparation of its financial reports. Duties typically involve supervision over general accounting, property accounting, internal auditing, cost accounting, and budget. (Duties may include the data processing functions.) The controller is also responsible for the development, analysis, and interpretation of statistical and accounting information in order to appraise operating results in terms of profitability, performance against budget (and other standards), and capital expenditures. The controller also handles other matters bearing on the fiscal soundness and operating effectiveness of the organization. (If the controller has chief corporate financial responsibility, the position is reported as "top financial officer.")

Treasurer

The executive immediately responsible for conducting corporate treasury activities, which include care and custody of funds and other financial assets, supervision of banking operations, and determination of the amount and sources of funds required to meet outstanding and planned commitments. Functions usually entail maintaining banking relations, arranging for lines of credit, controlling deposit levels and bank selection, overseeing contracts with government authorities concerning tax obligations, and handling insurance matters. Duties may include the preparation of economic or financial analyses that bear on operating plans and policies. (If the treasurer has chief corporate financial responsibility, the position is reported as "top financial officer.")

Top Financial Relations Executive

The executive primarily responsible for developing and maintaining contacts with the financial community. This executive ensures the consistency and thoroughness of all corporate communications with members of the financial community for the purpose of in-

creasing and/or maintaining confidence in the corporation. Specific duties include developing and coordinating contacts and serving as principal company representative to the financial community; assisting with the company's stockholder communications program; participating in the preparation of financial speeches for company executives; identifying and ensuring effective communications with all the financial institutions that are important to the company; and developing new ways of communicating the company's image to the financial community.

Top General Accounting Executive

The executive primarily responsible for the organization's general accounting functions and for the preparation of reports and statistics reflecting earnings, profits, cash balances, and other financial results. Duties involve supervision of general ledger maintenance, and may include responsibility for accounts payable and other subsidiary ledgers. Other typical duties may include assisting in the development of organization-wide accounting policies and procedures; reviewing financial and operating statements of subsidiaries; consolidating statements; providing functional supervision of branch and/or general plant accounting; and conducting special accounting analyses and studies.

Top Tax Executive

The executive primarily responsible for preparing tax returns and related reports to ensure compliance with all federal, state, and local tax statutes and regulations, as well as for minimizing tax liability by informally applying tax laws and regulations that permit alternative treatment of taxable items. Specific functions commonly include maintenance of tax records; liaison and negotiation with tax authorities; preparation of special reports concerning the tax consequences of programs or projects; and assistance in establishing depreciation rates and planning inventory levels in relation to tax matters.

Top Financial Planning Executive

The executive immediately responsible for evaluating and making recommendations concerning the short- and long-term financial plans and policies of the company, and for advising changes and modifications that will benefit the company's profitability. Duties typically involve responsibility for evaluating data, developing financial plans, and presenting solutions to the financial problems of the company. Specific functions may entail analysis of proposed plans—including distribution, products, programs, investments, and leases—to determine costs and profits. Duties may also include performing special financial studies to present to management in conjunction with the proposed plans.

Top Systems and Data Processing Executive

The executive responsible for supervising the organization's EDP systems and programming activities, including systems design, programming, and operation of EDP equipment. Specific functions usually include planning, coordinating, and supervising feasibility studies for EDP applications; designing and implementing appropriate EDP systems; developing long- and short-range plans and schedules for the acquisition and installation of equipment; planning and coordinating feasibility studies, including the economic evaluation of proposed and existing EDP equipment; supervising the establishment of programming standards and methods through-

out the company; and directing the operation of computers and peripheral equipment to assure low-cost operation and effective utilization of personnel and equipment.

Top Budget Executive

The executive immediately responsible for developing and administering budgetary control systems; for preparing operation and capital budgets; and for monitoring, analyzing, and interpreting actual budgetary performance results. Duties usually involve preparation of basic forecasts and other budgeting guidelines; participation in the development of income projections; and assistance to departments in planning expenses. This executive may also prepare various control and statistical reports as a basis for management planning, operating controls, and performance appraisal.

Top Internal Audit Executive

The executive responsible for independent appraisal, measurement, and evaluation of accounting, fiscal, and managerial controls, as well as for compliance with corporate policies. Duties typically involve recommending auditing methods; directing reviews of accounting procedures; confirming accounts; verification of units; investigating irregularities and errors; and advising on opportunities for improvement in the control systems. This executive may also examine tax returns and supervise the compliance of company accounting with government regulations concerning government contracts.

Top Credit and Collection Executive

The executive immediately responsible for recommending credit policies and establishing procedures to appraise credit risks, identify past-due accounts, and collect funds due to the company. Specific functions usually include determining the amount of credit to be extended; recommending the working capital required to support accounts receivable; supervising adjustments in customer claims; and within policy limits, settling accounts on the company's behalf. This executive may also participate in investment review, in special studies of economic conditions in particular industries, and in training salesmen in company credit policies and practices.

Corporate Risk Management Executive

The executive directly responsible for developing and administering the organization's risk management and loss prevention program. Specific functions usually include determination of all casual risks of loss to which the company's assets are exposed and analysis of such risks for purpose of elimination or minimization; negotiation of all company insurance programs; negotiation with insurers and company personnel concerning adjustments of all insured and uninsured losses; and administration of the underwriting functions of self-insurance programs, as well as coordination of commercial insurance with self-insurance programs.

Cash Management Executive

The executive responsible for cash balances, day-to-day relationships with banks, and supervision of cashiering functions—together with such related activities as loans, short-term investments, capital stock matters, and disbursements. Typical duties include allocating cash balances; representing the firm in day-to-day relations with banks and financial institutions; preparing cash forecasts, budgets, and short-term requirements; administering short-term loans; and supervising payroll activities.

Major Industry Groupings

The information about average salary and bonus levels was accumulated from companies that represent a broad spectrum of industries. The data were segmented and analyzed according to three major industry groups, which were subsequently subdivided into 24 individual industries.

The Manufacturing Group

This group of industries includes companies engaged in the manufacture of one or more products as their principal form of business. They include the following:

Durable Goods
Basic Materials
Electrical Machinery
Fabricated Metal Products
Instruments
Machinery
Primary Metals

Nondurable Goods
Chemicals and Petroleum
Food Products
Paper Products
Publishing
Textiles and Apparel
Transportation Equipment

The Nonmanufacturing Group

This group of industries includes companies engaged in the performance of one or more services (other than financial services) as their principal form of business. They include the following:
Business Services
Construction and Contracting
Mining
Retail Sales
Transportation
Utilities
Wholesale Trade

The Financial Services Group

This group of industries includes companies engaged in the performance of one or more financial services. Their income is derived primarily from the management of assets. Most of the companies in this group fall within the following industry classifications:
Banking (Commercial)
Banking (Thrift Institutions)
Financial Holding and Investment
Insurance
Real Estate

Specific Industry Classifications

This report includes detailed information concerning average salary and bonus levels for 24 individual industries. The industries are defined as follows:

Banking (Commercial)
Includes commercial banks, stock savings banks, and trust companies. Does not include mutual savings banks and other credit agencies. Standard Industrial Classification Codes*: 6000-6028.

Banking (Thrift Institutions)
Includes mutual savings banks and credit agencies, such as savings and loan associations, personal and business credit institutions, and mortgage bankers and brokers. Standard Industrial Classification Codes: 6032-6199.

Basic Materials
Companies engaged in the manufacture or production of rubber and plastic products; leather products; stone, glass, and clay products; lumber; and furniture and furniture fixtures. Does not include metal mining. Standard Industrial Classification Codes: 2400-2599, 3000-3299.

Business Services
Includes companies rendering services such as advertising, management consulting, and commercial research; and services rendered by engineers, architects, accountants, and writers. Standard Industrial Classification Codes: 7300-7399, 8900-8999.

Chemicals and Petroleum
Companies engaged in the processing of chemicals and chemical products, petroleum refining, and pipeline transportation. Standard Industrial Classification Codes: 2800-2999.

Construction and Contracting
Includes all companies generally contracting for heavy construction: building, highway, bridge, tunnel, sewer, pipeline, power line, plumbing, electrical, carpentry, etc.; and other miscellaneous trade classifications, such as glazing, roofing, sheetmetal work, etc. Standard Industrial Classification Codes: 1500-1799.

Electrical Machinery
Companies engaged in the manufacture of electrical machinery, equipment, and sup-

*Standard Industrial Classification Codes provide a means of classifying companies into industry groupings. They are standardized four-digit codes prepared by the Technical Committee on Industrial Classification of the Bureau of the Budget, Executive Office of the President.

plies. Standard Industrial Classification Codes: 3600-3699.

Fabricated Metal Products
Companies engaged in fabricating ferrous and nonferrous metal products, such as metal cans, tinware, hand tools, general hardware, fabricated structural metal products, etc. Does not include manufacturers of ordnance, machinery, or transportation equipment. Standard Industrial Classification Codes: 3400-3499.

Financial Holding and Investment
Companies engaged in the management of assets as their principal form of business, as well as holding companies having subsidiaries whose principal businesses represent more than one area of financial service. Standard Industrial Classification Codes: 6700-6799.

Food Products
Companies engaged in the preparation of meat products, bakery products, beverages, confectionery and related products, grain mill products, and other food products. Standard Industrial Classification Codes: 2000-2099.

Instruments
Companies engaged in the manufacture of scientific and control instruments, photographic and optical goods, and watches and clocks. Standard Industrial Classification Codes: 3800-3899.

Insurance
Companies engaged in the sale of general, health, life, bank deposit, and title insurance. Also includes surety companies and insurance agents and brokers. Does not include property and casualty companies. Standard Industrial Classification Codes: 6300-6499.

Machinery
Companies engaged in the manufacture of heavy machinery, such as steam engines, farm machinery and equipment, construction machinery, elevators, machine tools, textile machinery, etc. Does not include transportation equipment. Standard Industrial Classification Codes: 3500-3599.

Mining
Companies engaged in the mining of metal, coal, and other minerals. Also includes related mining services. Standard Industrial Classification Codes: 1000-1499.

Paper Products
Companies engaged in the manufacture of pulp, paper and paperboard, and converted products such as coated paper, paper bags, paper boxes, and envelopes. Does not include abrasive, carbon, or photosensitized paper products. Standard Industrial Classification Codes: 2600-2699.

Primary Metals
Companies engaged in metals processing, such as smelting, refining, rolling, drawing, extruding, forging, casting, and blast furnace and foundry operations. Standard Industrial Classification Codes: 3300-3399.

Publishing
Companies engaged in the printing and publishing of books, periodicals, and newspapers; or in commercial printing, engraving, typesetting, photoengraving, electrotyping, bookbinding, greeting card and business form publishing, etc. Standard Industrial Classification Codes: 2700-2799.

Real Estate
Includes real estate operators, developers,

agents, and brokers. Standard Industrial Classification Codes: 6500-6599.

Retail Sales

Retail outlets marketing general merchandise, food products, automobiles, apparel, furniture, and home furnishings. Also includes restaurants. Standard Industrial Classification Codes: 5300-5999.

Textiles and Apparel

Companies engaged in basic textile production (yarn production, dyeing, cloth printing) and manufacture of apparel and other products using basic textiles as raw material. Standard Industrial Classification Codes: 2200-2399.

Transportation

Railroads; motor, air, and water transportation companies; and motor freight transportation companies. Standard Industrial Classification Codes: 4000-4799.

Transportation Equipment

Companies engaged in manufacturing equipment for transportation of passengers and cargo by land, air, and water. Includes the manufacturers of motor vehicles, aircraft, boats, and railroad equipment. Standard Industrial Classification Codes: 3700-3799.

Utilities

Companies engaged in distribution of electricity, gas, and water; and manufacturers of sewage and irrigation systems. Standard Industrial Classification Codes: 4900-4971.

Wholesale Trade

Companies engaged as jobbers, distributors, or wholesalers of a variety of products. Standard Industrial Classification Codes: 5000-5299.

Regional Classifications

In addition to being analyzed by industry group, the data were analyzed by geographic region. Participating companies were assigned to one of seven geographic regions defined as follows:

Northeast

Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont.

Mideast

Illinois, Indiana, Kentucky, Michigan, Ohio, Wisconsin.

Southeast

Alabama, District of Columbia, Florida, Georgia, Maryland, Mississipi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia.

Midwest

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota.

Southwest

Arkansas, Louisiana, Oklahoma, Texas.

Rocky Mountains

Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming.

West

Alaska, California, Hawaii, Oregon, Washington.

Part I

Summary of Trends
in Salary and Bonus Levels

An analysis of the data for approximately 12,500 executives indicates that average increases in total compensation were generally higher than in our 1978 study. The difference for all executives combined—14% in 1980 compared to 12% in 1978—was primarily a result of larger salary increases. Salaries paid to executives in nonbonus-paying companies rose by 13% this year compared to 9% in 1978. Salaries in bonus-paying companies also rose at a higher rate in 1980 than in 1978, though less dramatically than in nonbonus companies. On the other hand, bonus increases in 1980 were lower than in any of our studies. Bonuses increased by only 16% in 1980, compared to an increase of 23% in 1978.

While bonuses increased at their lowest rate, salary increases for both bonus and nonbonus companies were greater than those reported in any of our previous studies. In our view, the higher salaries were paid to compensate for the high inflation rate. At the same time, the lower bonuses probably reflect a period of economic decline during which fewer companies were able to meet their profit goals.

In our past studies, executives who were paid bonuses averaged significantly higher total compensation than executives who were not. This trend continued. Furthermore, the difference between the average executive compensation in bonus and nonbonus companies continued to widen in 1980—with a 20% difference in base salaries and a 58% difference in total compensation. The difference in average total compensation was 65% at the level of chief executive officer, 61% in the top executive group, and 50% in the senior financial positions. In addition, bonus as a percentage of base salary generally increased with the size of the company. Therefore, the larger the company size, the greater was the difference in average executive compensation between bonus and nonbonus companies.

The average rate of increase in total compensation for all executives in 1980 was 14% in bonus companies and 13% in nonbonus companies—a smaller difference than we have reported in any of our previous studies. Comparing bonus to nonbonus companies in 1980, there was no difference in the average rate of increase in total compensation paid to the chief executive officer, a 1% difference in the top executive group, and a 2% difference in the senior financial management group.

These findings support what we reported in our last study: While the gap between compensation in bonus and nonbonus companies is widening, it is widening at a slower rate.

Table 1 summarizes the increases in compensation between 1979 and 1980, as re-

Table 1

CHIEF EXECUTIVE OFFICER, TOP EXECUTIVES, AND SENIOR FINANCIAL MANAGEMENT:

Average percentage increase in compensation

(1979-1980)

	Percentage Increase
ANALYSIS OF BONUS AND NONBONUS COMPANIES	
Bonus Companies (Total Compensation)	14%
Base Salary	14
Bonus	16
Nonbonus Companies	13
INDUSTRY GROUP ANALYSIS	
Manufacturing	13
Nonmanufacturing	15
Financial Services	14
REGIONAL ANALYSIS	
Northeast	14
Mideast	12
Southeast	13
Midwest	18
Southwest	13
Rocky Mountains	14
West	14

ported for all of the positions studied. Table 2 presents similar data, summarizing changes in compensation paid to the CEO and top executive group. Table 3 does the same for the senior financial management group. Increases did not vary greatly from one group to the next.

Table 2
CHIEF EXECUTIVE OFFICER AND TOP EXECUTIVES:
Average percentage increase in compensation
(1979-1980)

	Percentage Increase
ANALYSIS OF BONUS AND NONBONUS COMPANIES	
Bonus Companies (Total Compensation)	14%
Base Salary	14
Bonus	15
Nonbonus Companies	13
INDUSTRY GROUP ANALYSIS	
Manufacturing	13
Nonmanufacturing	15
Financial Services	14
REGIONAL ANALYSIS	
Northeast	14
Mideast	12
Southeast	13
Midwest	20
Southwest	13
Rocky Mountains	14
West	14

Compensation of Chief Executive Officers and Top Executives

For this year's study, compensation data were gathered for 24 specific industries. In addition, the study information was consolidated and analyzed according to three major industrial groupings: manufacturing, nonmanufacturing, and financial services. On the whole, the chief executive officer and top executive group tended to be paid highest in the manufacturing industry group and lowest in the financial services group. Most manufacturing companies also paid bonuses to top executives—86% compared to 67% and 60% in the nonmanufacturing and financial services industry groups, respectively.

The average 1980 increase in total compensation for the CEO and top executives was highest among nonmanufacturing companies. The 15% increase reported by that industry group in 1980 was just slightly above the 14% reported in 1978. The rate of increase in the financial services industry was lower in 1980 than in 1978—14% as compared to 16%—while the 13% increase reported by manufacturing companies compared to 12% reported in our last study.

Regional analyses of the data indicated that in both the manufacturing and financial services industry groups, average compensation for the CEO and top executive group was highest in companies headquartered in the Northeast. Companies headquartered in the Midwest were the highest paying in the nonmanufacturing industry group. Overall, the lowest compensation was paid in the Southwest and Rocky Mountain regions.

Because executive compensation is generally higher in larger companies, regions with the

largest average company size usually report the highest average compensation levels. Generally, when we compare companies of the same size across regions, average compensation is similar.

In 1980, the highest rate of increase in total compensation for the CEO and top executive group, 20%, was reported by companies in the Midwest. In both 1978 and 1976, companies in the Southwest had reported the largest increase—16% and 20%, respectively. This year, companies in that region reported only a 13% increase. The Mideast region reported a 12% increase, the lowest average increase for 1980.

Compensation of Senior Financial Management Executives

An analysis of the data reported for the group of senior financial management executives indicated that total compensation increased by an average of 13% in 1980, compared to 11% in 1978. Financial services companies reported the largest average increase, 15%, while nonmanufacturing and manufacturing companies reported increases of 14% and 12%, respectively. However, despite the increase in compensation for financial services companies, their average total compensation remained lowest. Average total compensation remained highest in manufacturing companies.

Fifty-seven percent of the senior financial management executives received bonuses in 1980, the same proportion as in our 1978 study. The greatest incidence of bonus payment, 71%, was reported by manufacturing companies. This compares to 46% in nonmanufacturing companies and 44% in financial services companies.

From a regional standpoint, senior financial executives in the Northeast tended to receive the highest average total compensation, followed by those in the West. Senior financial executives in the Southwest and Southeast were generally the lowest paid. The largest average increase in total compensation was paid by companies in the Midwest.

Table 3
SENIOR FINANCIAL MANAGEMENT:
Average percentage increase in compensation
(1979-1980)

	Percentage Increase
ANALYSIS OF BONUS AND NONBONUS COMPANIES	
Bonus Companies (Total Compensation)	14%
Base Salary	13
Bonus	19
Nonbonus Companies	12
INDUSTRY GROUP ANALYSIS	
Manufacturing	12
Nonmanufacturing	14
Financial Services	15
REGIONAL ANALYSIS	
Northeast	14
Mideast	11
Southeast	13
Midwest	15
Southwest	13
Rocky Mountains	13
West	14

Part II
Chief Executive Officer Compensation

Table 4
CHIEF EXECUTIVE OFFICER:
Comparison of average total compensation

	RANK		INDEX	
			(All CEOs = 1.00)	
	1980	1978	1980	1978
Chemicals and Petroleum	1	3	1.50	1.29
Primary Metals	2	5	1.40	1.11
Mining	3	8	1.35	1.09
Food Products	4	7	1.27	1.11
Financial Holding and Investment	5	2	1.22	1.38
Transportation Equipment	6	1	1.20	1.52
Paper Products	7	4	1.16	1.24
Publishing	8	18	1.11	.86
Basic Materials	9	9	1.09	1.07
Textiles and Apparel	10	17	1.08	.89
Transportation	11	12	1.02	.98
Electrical Machinery	12	10	1.01	1.01
Business Services	13	19	.99	.82
Machinery	14	11	.98	.98
Retail Sales	15	14	.98	.95
Fabricated Metal Products	16	16	.96	.91
Utilities	17	21	.95	.79
Instruments	18	13	.93	.96
Construction and Contracting	19	6	.83	1.11
Real Estate	20	22	.80	.70
Banking (Thrift Institutions)	21	23	.78	.66
Wholesale Trade	22	24	.78	.63
Banking (Commercial)	23	20	.75	.81
Insurance	24	15	.73	.94

Compensation data were reported for 1,250 chief executive officers. Their total compensation rose 14% in 1980 compared to the nearly 16% increase reported in 1978. Salaries for CEOs increased 15% in 1980. Approximately 74% of all CEOs received bonuses in 1980, slightly fewer than the 77% reported in 1978. A greater percentage of larger companies reported bonuses for CEOs than did smaller companies: only 62% of the companies with sales below $50 million paid bonuses, while 77% of the larger companies paid bonuses.

As in previous studies, both base salary and total compensation to the CEO were higher in bonus-paying companies. On the average, the base salary of chief executives in bonus companies was 15% higher than that of their counterparts in nonbonus companies. Total compensation was 65% higher in bonus companies.

Both bonus and nonbonus companies reported a 14% average increase in total CEO compensation during 1980. Bonuses for CEOs increased by an average rate of only 9% in 1980—far less than the 26% increase in 1978. On the other hand, base salaries increased at a slightly higher rate—at 15% in 1980 compared with 13% in 1978. Overall, total compensation in bonus companies increased at a slower rate in 1980 than in 1978. Total compensation in nonbonus companies increased at a greater rate in 1980 than in 1978.

Comparisons by Industry

Among bonus-paying companies, CEOs in manufacturing companies received the highest average total compensation. Their average total compensation was 10% higher than that of chief executives in nonmanufacturing companies and 36% higher than that of CEOs in financial companies. For nonbonus companies, there was little difference between the average compensation of CEOs in the manufacturing and nonmanufacturing industry groups. However, for nonbonus companies, the compensation of CEOs in manufacturing and nonmanufacturing companies was approximately 22% higher than compensation of CEOs in financial services companies.

In 1980, chief executives in bonus-paying nonmanufacturing companies received the largest average increase in total compensation—17% above 1979 levels. The smallest average increase in total compensation, 12%, occurred in bonus-paying manufacturing companies. The small increase in total compensation for CEOs in the manufacturing industry group was due in part to smaller increases in bonuses during 1980—5% as compared to 13% in both the nonmanufacturing and financial services groups. Among nonbonus companies, average increases in total compensation were 13% in the manufacturing group, and 14% in both the nonmanufacturing and financial services groups.

Bonus payments to chief executive officers were reported by 86% of the manufacturing companies. Fewer bonuses were paid to CEOs in nonmanufacturing and financial services companies—63% and 65%, respectively. As a percent of base salary, bonuses were lowest in financial companies (31%, compared to 47% and 48% in nonmanufacturing and manufacturing companies, respectively).

Table 4 compares average compensation for chief executives in the 24 industry catego-

Table 5
CHIEF EXECUTIVE OFFICER:
Average percentage increase (decrease) in total compensation by industry
(1979-1980)

	Bonus Companies	Nonbonus Companies
MANUFACTURING GROUP		
Durable Goods		
Basic Materials	9%	14%
Electrical Machinery	10	18
Fabricated Metal Products	12	13
Instruments	21	14
Machinery	11	14
Primary Metals	11	14
Nondurable Goods		
Chemicals and Petroleum	15	13
Food Products	22	9
Paper Products	14	7
Publishing	12	11
Textiles and Apparel	7	13
Transportation Equipment	(1)	11
NONMANUFACTURING GROUP		
Business Services	21	9
Construction and Contracting	19	24
Mining	22	22
Retail Sales	8	14
Transportation	29	5
Utilities	35	15
Wholesale Trade	6	15
FINANCIAL SERVICES GROUP		
Banking (Commercial)	16	14
Banking (Thrift Institutions)	15	14
Financial Holding and Investment	8	19
Insurance	14	13
Real Estate	21	9

ries studied. In the table, industries are ranked in descending order, according to 1980 compensation. In addition, there is an index figure for each industry. The indices were calculated by dividing the average total CEO compensation in each industry by the average total compensation of all the chief executives in the study. Thus, indices above 1.0 show that the compensation in a particular industry is above average, while indices below 1.0 show that compensation in an industry falls below average.

The index method of comparison presented in Table 4 should not be construed as a measure of absolute differences between industries, and should not form the sole basis for evaluating the compensation levels in an industry. Two factors have a major influence on the index of chief executive compensation in an industry. First, it has been consistently noted in our past studies that companies with larger sales volumes, or greater total assets, tend to pay higher levels of compensation and bonuses to their executives. Second, CEO compensation tends to be higher in industries with a high concentration of bonus-paying companies. Thus, while only 74% of all the companies in the study paid bonuses to CEOs, 84% of the companies in the eight highest paying industries paid bonuses to their chief executives.

Despite their limitations, the indices represent a consistent form of measurement within the study population. They are useful for the purpose of comparing average compensation levels for chief executives in the industries studied.

The industry reporting the highest average total compensation to the CEO was chem-

icals and petroleum—50% above the average. In 1978, this industry ranked third, paying only 29% above average. The transportation equipment industry, which ranked first in 1978, dropped to sixth place this year—its index declining substantially from 1.52 to 1.20. The commercial banking and insurance industries reported the lowest average total compensation for CEOs, 25% and 27% below average CEO compensation, respectively.

Among all industries, the greatest increase in rank was in the publishing industry, which moved from eighteenth place to eighth. The greatest decrease in rank, from sixth to nineteenth, was in the construction and contracting industry.

The largest rates of increase in CEO total compensation were reported in the mining and transportation industries—both at 22%. Increases for CEOs in the construction and contracting, food products, instruments, and utilities industries were also very high—between 19% and 20%. The transportation equipment, wholesale trade, and textiles and apparel industries reported the smallest increases for CEOs (1%, 8%, and 8%, respectively). Table 5 shows the rates of increase in total compensation of CEOs in both bonus and nonbonus companies for each of the 24 industries.

The data in Table 6 show the percentage of companies paying bonuses to their chief executive officer and the ratio of bonus payments to base salary levels in those companies. As in prior years, companies in the construction and contracting industry reported the highest ratio of bonus as a percentage of base salary—69%. The next highest ratios were in the real estate and

Table 6

CHIEF EXECUTIVE OFFICER:
Bonus as a percentage of base salary
(Bonus-paying companies only)

	Percentage of Companies Paying Bonuses	Bonus Payments as a Percentage of Base Salary
MANUFACTURING GROUP		
Durable Goods		
Basic Materials	88%	51%
Electrical Machinery	82	45
Fabricated Metal Products	86	37
Instruments	88	49
Machinery	88	56
Primary Metals	88	54
Nondurable Goods		
Chemicals and Petroleum	90	49
Food Products	78	56
Paper Products	86	37
Publishing	90	61
Textiles and Apparel	78	46
Transportation Equipment	84	26
NONMANUFACTURING GROUP		
Business Services	71	50
Construction and Contracting	81	69
Mining	90	41
Retail Sales	70	40
Transportation	71	40
Utilities	21	48
Wholesale Trade	78	47
FINANCIAL SERVICES GROUP		
Banking (Commercial)	69	25
Banking (Thrift Institutions)	55	31
Financial Holding and Investment	75	33
Insurance	62	25
Real Estate	80	61

Table 7

CHIEF EXECUTIVE OFFICER—MANUFACTURING GROUP:
Average total compensation and average percentage increase by sales volume

SALES VOLUME	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $10 Million	$ 99,300	$ 88,000	$ 97,800	12%	11%	12%
$10-25	118,100	79,000	114,900	10	10	10
$25-50	144,200	98,500	134,500	14	16	15
$50-100	173,000	97,700	169,400	11	10	11
$100-200	189,400	168,800	187,200	11	15	11
$200-500	239,300	196,500	230,000	11	10	11
$500-1 Billion	299,300	220,100	288,700	10	16	11
$1-2	399,900	346,600	388,600	11	17	12
Over $2 Billion	554,900	289,500	546,900	14	15	15

Table 8

CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Average total compensation and average percentage increase by sales volume

SALES VOLUME	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $10 Million	*	*	*	*	*	*
$10-25	$107,800	$ 92,900	$101,200	5%	9%	7%
$25-50	156,000	91,300	135,100	13	17	15
$50-100	157,200	131,300	150,000	18	12	16
$100-200	193,800	125,300	164,700	18	17	18
$200-500	231,700	145,100	204,600	14	13	14
$500-1 Billion	319,700	177,500	261,500	24	12	19
$1-2	355,100	235,100	304,800	19	18	19
Over $2 Billion	431,300	249,200	359,700	19	12	16

**Insufficient data*

publishing industries, each paying 61% of base salary. The commercial banking and insurance industries reported the lowest bonus-to-base-salary ratios (25% for each).

The lowest incidence of bonus payments to the CEO was in the utilities industry, where only 21% of the companies reported such payments. However, this represents an increase since our last report, when only 15% of the companies in the utilities industry paid bonuses.

Additional CEO data by industry group and individual industry are presented in Parts V and VI of this report.

Comparisons by Company Size

Average total compensation paid to CEOs and average percentage increase in total compensation were analyzed by size of company for each industry group (manufacturing, nonmanufacturing, and financial services). These data are presented for both bonus and nonbonus companies in Tables 7, 8, and 9. As expected, the tables show that larger companies in a given industry group tend to pay higher levels of compensation.

For each industry group, base salary and total compensation in bonus companies were compared to the average salary in nonbonus companies. The results are presented (in index form) in Tables 10, 11, and 12. In most instances, average salary levels reported by bonus companies were higher than those reported by nonbonus companies. The largest differential between bonus- and nonbonus-paying companies occurred in the financial services industry. In financial service companies with assets between $25 million and $49.9 million, the average CEO salary was 64% higher for bonus-paying companies than for nonbonus companies.

Table 9

CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Average total compensation and average percentage increase by assets

ASSETS	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $25 Million	$ 89,400	$ 62,000	$ 78,400	15%	11%	13%
$25-50	130,300	68,400	106,300	4	13	7
$50-100	137,900	85,500	130,400	15	10	14
$100-200	151,600	83,100	127,400	12	16	14
$200-500	153,900	100,100	129,000	13	11	12
$500-1 Billion	163,700	130,700	151,600	23	16	19
$1-2	174,700	167,000	172,400	17	19	18
$2-5	248,800	172,100	230,600	15	6	13
$5-10	349,000	266,900	336,700	16	17	17
Over $10 Billion	437,700	411,900	430,500	13	13	13

Table 10

CHIEF EXECUTIVE OFFICER—MANUFACTURING GROUP:

Comparison of average total compensation

(Bonus to nonbonus companies)

SALES VOLUME	INDEX	
	(Nonbonus = 1.00)	
	Salary Only	Total Compensation
Under $10 Million	1.00	1.24
$10-25	1.07	1.48
$25-50	1.03	1.29
$50-100	1.24	1.75
$100-200	.78	1.09
$200-500	1.14	1.67
$500-1 Billion	.89	1.27
$1-2	.87	1.34
Over $2 Billion	1.04	1.71

However, there are exceptions to the general finding that bonus companies paid higher salaries than nonbonus companies. For example, in nonmanufacturing companies with sales between $10.0 million and $24.9 million, the average salary paid to chief executives in bonus companies was 35% below that paid in nonbonus companies.

In contrast to the salary data findings, average total compensation was greater in bonus companies in all but one instance. The highest differential between CEO compensation in bonus and nonbonus companies was reported by nonmanufacturing companies with sales from $25.0 million to $49.9 million, where bonus-paid CEOs received nearly double (98% above) the compensation of their nonbonus counterparts.

Table 11

CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:

Comparison of average total compensation

(Bonus to nonbonus companies)

SALES VOLUME	INDEX	
	(Nonbonus = 1.00)	
	Salary Only	Total Compensation
Under $10 Million	*	*
$10-25	.65	.86
$25-50	1.32	1.98
$50-100	.85	1.29
$100-200	1.12	1.54
$200-500	1.20	1.67
$500-1 Billion	1.16	1.70
$1-2	1.09	1.68
Over $2 Billion	1.13	1.66

**Insufficient data*

Table 12

CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:

Comparison of average total compensation

(Bonus to nonbonus companies)

ASSETS	INDEX	
	(Nonbonus = 1.00)	
	Salary Only	Total Compensation
Under $25 Million	1.22	1.80
$25-50	1.64	1.90
$50-100	.99	1.33
$100-200	1.37	1.89
$200-500	1.14	1.43
$500-1 Billion	1.14	1.44
$1-2	.81	1.01
$2-5	1.03	1.34
$5-10	.99	1.42
Over $10 Billion	.86	1.15

Table 13
CHIEF EXECUTIVE OFFICER—MANUFACTURING GROUP:
Bonus as a percentage of base salary

SALES VOLUME	1980	1979
Under $10 Million	30%	32%
$10-25	43	44
$25-50	26	29
$50-100	46	46
$100-200	42	49
$200-500	53	64
$500-1 Billion	48	53
$1-2	55	60
Over $2 Billion	65	70

Table 14
CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Bonus as a percentage of base salary

SALES VOLUME	1980	1979
Under $10 Million	22%	*
$10-25	35	53%
$25-50	48	69
$50-100	66	74
$100-200	38	34
$200-500	41	42
$500-1 Billion	46	58
$1-2	54	59
Over $2 Billion	53	50

*Insufficient data

Tables 13, 14, and 15 show the ratio of bonus payment to base salary for chief executives in each industry group. Bonuses paid to CEOs averaged approximately 43% of their base salaries in 1980. In earlier studies, it was reported that bonus payments comprised a greater proportion of the total compensation of chief executives in large companies than in small ones. Analyzing the data by industry group, we found the results for the manufacturing industry group to conform to this general rule.

However, results in the nonmanufacturing and financial services groups differed from those in manufacturing companies. In nonmanufacturing companies, average bonus as a percentage of base salary fluctuated widely as sales volume changed. In the financial services industry group, the smallest companies (those with assets under $25 million) paid CEOs the largest bonuses as a percentage of base salary (50%). For larger financial

Table 15
CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Bonus as a percentage of base salary

ASSETS	1980	1979
Under $25 Million	50%	45%
$25-50	17	21
$50-100	28	27
$100-200	32	37
$200-500	22	26
$500-1 Billion	26	22
$1-2	26	24
$2-5	29	29
$5-10	40	37
Over $10 Billion	35	37

Table 16
CHIEF EXECUTIVE OFFICER:
Average total compensation and average percentage increase by region

	Total Compensation	Percentage Increase
Northeast	$262,300	14%
Mideast	218,000	11
Southeast	187,600	11
Midwest	245,700	24
Southwest	183,600	12
Rocky Mountains	165,900	15
West	215,700	14

services companies (those with sales above $50 million), bonus as a percentage of base salary did not vary greatly with asset size.

Comparisons by Region

A geographic analysis of chief executive compensation—without regard to company size—showed that the highest average total compensation was paid to CEOs in the Northeast—followed by the Midwest, Mideast, West, Southeast, Southwest, and Rocky Mountain regions (see Table 16).

To provide a more direct comparison, Tables 17, 18, and 19 present an analysis of regional differences in CEO compensation for each industry group, according to company size. Here an index of 1.00 represents the average total compensation for each size category in each industry group (throughout the U.S.). These data showed that while no one region provided the highest compensation to its CEOs, some regions were consistently above or below the industry group average. In both the manufacturing and financial services industries, for instance, average total compensation to CEOs in the Northeast was above the national average in all but one size category. In the manufacturing industry, average compensation to mideastern chief executives was below the national average. On the whole, however, size of company has a greater influence on pay than does company location.

The average rate of increase in CEO compensation in 1980 ranged from 10% to 13% in most regions. Two exceptions were the Midwest and Rocky Mountain regions, where increases were 27% and 3%, respectively. The large increase in the Midwest contributed to its average total compensation being nearly as high as that of the Northeast region in 1980. In the Midwest, CEO compensation was above average for most size categories in both the manufacturing and nonmanufacturing industry groups.

Table 17

CHIEF EXECUTIVE OFFICER—MANUFACTURING GROUP:

Regional analysis of total compensation

(Average for each size category = 1.00)

SALES VOLUME	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $10 Million	1.27	.95	.86	*	*	*	.82
$10-25	1.01	.95	.96	*	.94	*	1.05
$25-50	1.13	.86	.73	1.09	.94	*	.99
$50-100	1.03	.87	.99	1.46	.94	*	1.00
$100-200	.88	.91	1.48	1.14	.91	*	1.29
$200-500	1.11	.89	.95	.88	1.02	*	1.13
$500-1 Billion	1.05	.96	.94	*	.79	*	1.08
$1-2	1.07	.92	.85	*	1.05	*	.99
Over $2 Billion	1.06	.89	*	1.19	*	*	1.04

Table 18

CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:

Regional analysis of total compensation

(Average for each size category = 1.00)

Under $10 Million	*	1.03	*	*	*	*	*
$10-25	.89	1.08	1.10	.84	*	*	*
$25-50	1.09	1.40	.79	.75	*	*	1.00
$50-100	1.02	.79	.98	1.23	*	*	1.08
$100-200	1.12	1.19	.84	1.09	*	*	.88
$200-500	.94	1.14	.75	1.25	.90	*	1.07
$500-1 Billion	1.06	.83	.78	1.11	*	*	1.24
$1-2	.88	.64	.93	1.12	*	*	*
Over $2 Billion	.92	1.03	1.17	1.15	*	*	*

Table 19

CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:

Regional analysis of total compensation

(Average for each size category = 1.00)

ASSETS	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $25 Million	.83	.98	1.02	*	.86	.78	1.70
$25-50	1.21	1.31	*	*	.66	*	*
$50-100	1.55	.65	.97	.84	*	*	1.13
$100-200	1.64	.61	.81	1.04	.85	.78	.87
$200-500	1.07	1.03	.85	.66	1.11	1.04	.86
$500-1 Billion	1.03	1.08	1.11	.78	.98	.86	.87
$1-2	1.11	.84	.89	1.06	*	*	.74
$2-5	1.16	.99	.83	.84	1.03	*	1.13
$5-10	1.06	.89	1.10	*	*	*	1.04
Over $10 Billion	1.14	.91	*	*	*	*	.89

*Insufficient data

Part III

Top Executive Compensation

This section of the report presents analyses of data gathered for more than 6,700 top executives in the following 11 positions:

Chief Operating Officer
Top Financial Officer
Top Marketing Executive
Top Sales Executive
Top Manufacturing Executive
Top Human Resources Executive
Top Strategic Planning Executive
Top Legal Executive
Top International Executive
Controller
Treasurer

The first part of the section addresses data reported for the group of top executives as a whole. This is followed by a brief discussion of the findings for each individual top executive position.

Comparisons by Industry

The average total compensation paid to the top executives in 1980 was $94,900. Seventy-four percent of the executives for whom data were reported received bonuses. Overall, average compensation to executives who received bonuses was 61% greater than to those who received only a base salary.

An analysis of the data by industry group showed average total compensation in both manufacturing and nonmanufacturing companies to be much higher than in the financial services industry group ($106,600, $95,100, and $72,800, respectively).

When the individual industries were studied, it was found that the highest average total compensation (approximately $136,000) was paid to top executives in the chemicals and petroleum, and mining industries. The banking industries, both commercial and thrift institutions, paid the least ($67,000 and $70,000, respectively). The highest increase in total compensation during 1980 was reported for top manufacturing executives (17%).

As for bonus payments, a larger percentage of the top executives in the manufacturing group (86%) received a bonus than in either the nonmanufacturing or financial services groups (68% and 59%, respectively). Bonuses were most frequently reported in the primary metals industry (95%), and, as in previous years, the smallest incidence was reported in the utilities industry (26%, compared to 15% reported in the 1978 study).

Table 20 presents the ratios of bonus to base salary payments for the years 1975 through 1980. In 1980, bonuses paid to the top executives averaged approximately 31% of their base salaries. As has been true since 1974, the construction and contracting industry reported the largest bonus-to-base-salary ratio, 41%. This was below what we reported in

Table 20

TOP EXECUTIVES:

Bonus as a percentage of base salary by industry

(Bonus-paying companies only)

	1980	1979	1978	1977	1976	1975
MANUFACTURING GROUP						
Durable Goods						
Basic Materials	38%	42%	43%	40%	43%	30%
Electrical Machinery	35	37	40	31	*	*
Fabricated Metal Products	28	32	41	35	44	37
Instruments	35	29	40	32	*	*
Machinery	37	39	46	38	42	36
Primary Metals	34	38	42	40	35	39
Nondurable Goods						
Chemicals and Petroleum	34	33	43	40	36	31
Food Products	39	29	44	39	44	36
Paper Products	29	28	38	36	46	38
Publishing	28	31	46	35	41	39
Textiles and Apparel	37	38	38	34	35	25
Transportation Equipment	22	34	44	42	56	45
NONMANUFACTURING GROUP						
Business Services	38	37	40	36	41	35
Construction and Contracting	41	41	53	52	64	60
Mining	36	27	31	23	*	*
Retail Sales	32	34	31	33	45	44
Transportation	26	24	21	25	42	31
Utilities	30	24	22	22	*	*
Wholesale Trade	33	42	31	29	33	26
FINANCIAL SERVICES GROUP						
Banking (Commercial)	20	17	22	13	16	9
Banking (Thrift Institutions)	25	23	19	16	*	*
Financial Holding and Investment	32	33	41	33	31	35
Insurance	19	20	44	40	36	19
Real Estate	31	25	26	30	*	*

**Insufficient data*

Table 21
TOP EXECUTIVES:
Percentage increase in total compensation by industry

	1979-1980 Increase
Mining	23%
Business Services	18
Food Products	18
Instruments	18
Chemicals and Petroleum	16
Construction and Contracting	16
Real Estate	16
Utilities	16
Banking (Commercial)	15
Banking (Thrift Institutions)	15
Paper Products	15
Electrical Machinery	14
Transportation	14
Insurance	13
Machinery	13
Retail Sales	13
Textiles and Apparel	13
Financial Holding and Investment	12
Publishing	12
Basic Materials	11
Fabricated Metal Products	10
Primary Metals	10
Wholesale Trade	9
Transportation Equipment	3

our last study, when bonuses in that industry were 53% of base salary. The decline may have resulted from the poor economic conditions in that industry during the past few years. The second highest bonus payments, 39% of base salary, were reported in the food products industry. The insurance industry reported the smallest bonuses, 19% of base salary.

Total compensation to top executives increased by an average rate of 14% in 1980. Comparison between bonus- and nonbonus-paying companies revealed little difference in the size of the increase. There was also little difference in the increases in the three industry groups—15% in the nonmanufacturing companies, and 14% and 13% in manufacturing and financial services companies, respectively.

On an individual industry basis, increases in total compensation in 1980 ranged from a high of 23% in the mining industry to a low of 3% in the transportation equipment industry. These data are presented in Table 21, which shows that in most industries the increases were clustered in a range of 10% to 18%. Additional data by industry group and individual industry are presented in Parts V and VI of this report.

Comparisons by Region

In order to compare the differences in average total compensation for top executives by region, we developed an index similar to the one described in the chief executive officer section of this report. The index was calculated by comparing the average total compensation levels for the top executives in each region to the average total compensation reported by all companies in the same industry group and size category. These data are presented in Tables 22, 23, and 24. Indices above 1.00 indicate that the region is paying its executives at a level above the average for all regions, while indices below 1.00 indicate below average compensation levels.

As in the findings for the chief executive officer, there was no one region where top executives consistently received the highest average total compensation. However, as with the CEO group, there were regions where compensation was above or below average for nearly all size categories. For instance, in

Table 22

TOP EXECUTIVES—MANUFACTURING GROUP:
Regional analysis of total compensation
(Average for each size category = 1.00)

SALES VOLUME	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $10 Million	1.22	.78	.98	*	*	.90	.82
$10-25	.93	1.04	.96	1.26	.99	*	1.05
$25-50	1.05	.99	.85	.92	.94	*	1.04
$50-100	1.03	.98	.86	1.58	.86	*	.94
$100-200	.95	.96	1.10	.97	.96	.96	1.40
$200-500	.99	.97	1.06	.92	.95	.89	1.13
$500-1 Billion	.97	.96	1.23	1.31	.87	*	1.01
$1-2	1.00	1.00	1.08	.80	.92	*	1.04
Over $2 Billion	1.06	.92	.65	1.02	.92	1.01	1.05

Table 23

TOP EXECUTIVES—NONMANUFACTURING GROUP:
Regional analysis of total compensation
(Average for each size category = 1.00)

Under $10 Million	1.25	.89	*	*	*	*	*
$10-25	1.10	.94	.87	.84	1.41	1.31	.80
$25-50	1.06	1.12	.88	.81	1.14	.70	1.04
$50-100	.87	.82	.90	1.47	.84	*	1.15
$100-200	1.04	1.11	.92	1.04	1.13	.88	.87
$200-500	.98	1.06	.88	1.05	.89	*	1.07
$500-1 Billion	1.12	.94	.86	1.00	.52	.76	1.02
$1-2	.92	.79	.98	1.09	1.10	1.38	1.08
Over $2 Billion	.98	.98	1.33	.80	*	*	1.05

Table 24

TOP EXECUTIVES—FINANCIAL SERVICES GROUP:
Regional analysis of total compensation
(Average for each size category = 1.00)

ASSETS	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $25 Million	1.00	.95	.98	1.36	.72	1.01	1.53
$25-50	.88	1.14	.67	*	.98	*	1.27
$50-100	1.04	.86	1.08	1.11	.96	*	.95
$100-200	1.51	.62	.81	.98	.82	.75	.81
$200-500	.97	1.09	.94	.79	1.00	.96	.94
$500-1 Billion	1.04	1.11	1.00	.85	.86	.87	1.19
$1-2	1.05	.80	.85	1.07	1.42	1.27	.86
$2-5	1.09	1.05	.91	.90	1.01	.86	.94
$5-10	1.33	.83	1.00	.68	*	*	.68
Over $10 Billion	1.15	.84	.69	*	.83	*	.86

**Insufficient data*

the manufacturing and nonmanufacturing industry groups, companies in the West region usually reported above average compensation to their top executives. The same was true of financial services companies located in the Northeast. Nonmanufacturing and financial services companies in the Southeast often reported average or below average compensation levels, as did companies in the Mideast and Southwest regions.

As in the CEO section of this report, the index method of comparison presented here should not be construed as a measure of absolute differences among industries, nor should it form the sole basis for evaluating compensation levels in an industry. Nevertheless, the indices represent a consistent form of measurement and are useful indicators for comparing average compensation levels among regions.

Table 25

TOP EXECUTIVES—MANUFACTURING GROUP:
Compensation as a percentage of CEO's compensation

SALES VOLUME	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Manufacturing Executive
Under $10 Million	76%	63%	64%	51%	49%
$10-25	77	57	65	57	54
$25-50	66	51	52	47	48
$50-100	76	49	49	52	47
$100-200	72	47	41	37	42
$200-500	77	45	41	37	40
$500-1 Billion	70	44	36	29	44
$1-2	73	46	33	26	33
Over $2 Billion	72	44	32	28	35

Table 26

TOP EXECUTIVES—NONMANUFACTURING GROUP:
Compensation as a percentage of CEO's compensation

Under $10 Million	87%	74%	69%	*	*
$10-25	71	50	57	47%	51%
$25-50	73	50	50	61	47
$50-100	64	51	46	39	44
$100-200	77	52	44	38	51
$200-500	78	50	41	35	46
$500-1 Billion	73	44	41	34	37
$1-2	68	45	38	27	33
Over $2 Billion	74	48	45	54	50

**Insufficient data*

An analysis of the data showed that companies in the Midwest reported the highest average increase in total compensation to their top executives in 1980, 19%. The lowest increase, 12%, was reported by companies located in the Mideast region.

Comparison: Top Executives to Chief Executive

When analyzing compensation levels, it is often useful to compare the compensation of key executives to that of the chief executive officer. Tables 25, 26, and 27 present the average total compensation of each of the top executive positions in each of the industry groups, as a percentage of average CEO compensation, according to company size. Generally, the ratio of top executive compensation to CEO compensation tends to be higher in the smaller companies. In certain cases, however, the findings actually showed the ratio to increase in the largest companies, particularly in the nonmanufacturing industry group.

Top Human Resources Executive	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
36%	42%	66%	*	41%	43%
34	*	59	*	36	47
30	40	*	56%	30	33
33	37	40	45	29	28
29	36	42	42	29	33
29	36	36	37	27	28
30	27	32	41	27	25
26	26	35	34	24	23
28	28	35	41	24	24

*	*	*	*	*	*
61%	*	55%	*	29%	*
26	39%	47	59%	30	37%
24	*	37	54	26	43
32	44	44	52	32	28
29	33	39	39	29	29
27	34	38	50	26	27
25	32	34	39	26	23
40	35	41	44	29	26

Table 27
TOP EXECUTIVES—FINANCIAL SERVICES GROUP:
Compensation as a percentage of CEO's compensation

ASSETS	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Manufacturing Executive
Under $25 Million	72%	53%	50%	52%	*
$25-50	67	47	43	37	*
$50-100	73	45	43	38	*
$100-200	84	48	44	56	*
$200-500	69	46	39	47	*
$500-1 Billion	67	48	38	45	*
$1-2	67	42	32	33	*
$2-5	70	40	29	36	*
$5-10	76	36	25	27	*
Over $10 Billion	63	44	24	*	*

**Insufficient data*

Chief Operating Officer

On the average, the total compensation paid chief operating officers increased 15% in 1980. Seventy-three percent of the responding companies reported paying a bonus to this executive.

Salaries paid to chief operating officers in bonus-paying companies rose by an average rate of 15% in 1980. Nonbonus companies reported a 14% increase. Overall, salary levels of the COO in bonus companies were 17% above those in nonbonus companies. Bonus payments increased by 16% in 1980, with the bonus levels averaging 41% of base salaries. When combined with base salary, bonus payments resulted in an average total compensation to COOs which was 68% above that paid to their counterparts in nonbonus companies.

From an industry group standpoint, chief operating officers in manufacturing companies were found to be the highest paid. Average total compensation for those executives was approximately 24% greater than that reported by nonmanufacturing companies, and 59% higher than that reported in the financial services industry group. However, in 1980, COOs in manufacturing companies received the lowest increase in total compensation (14%), which was less than the 15% and 17% reported by the nonmanufacturing and financial services industry groups, respectively.

Top Human Resources Executive	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
35%	*	44%	*	35%	32%
35	*	65	*	39	*
29	*	33	*	33	33
30	51%	54	59%	36	39
29	39	42	*	33	38
27	27	40	51	31	30
26	35	31	27	25	30
23	27	33	31	25	28
24	19	30	31	23	25
26	25	33	30	24	21

Of the 24 individual industries, chief operating officers in the mining industry were paid the highest level of average total compensation in 1980—only slightly more (2%) than the next highest paying industry, chemicals and petroleum. The insurance industry reported the lowest average total compensation to these executives, followed by commercial banking and thrift institutions. The largest rate of increase in total compensation to chief operating officers, an average of 23%, was reported in the mining industry. The wholesale trade industry reported the lowest average rate of increase in 1980, 5%. Table 28 shows the 1980 percentage increase in compensation for chief operating officers in each of the industries studied.

On a regional basis, chief operating officers in the Northeast, followed by those in the Midwest, received the highest average total compensation. COOs in the Rocky Mountain region tended to be the lowest paid. The greatest increase in 1980 total compensation paid to chief operating officers was reported by companies headquartered in the Midwest (21%). The 11% average increases in both the Southwest and Rocky Mountain regions were the lowest reported in 1980.

Table 29 presents 1980 changes in average total compensation for each of the regions analyzed.

Table 28
CHIEF OPERATING OFFICER:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	14%
Electrical Machinery	13
Fabricated Metal Products	8
Instruments	*
Machinery	18
Primary Metals	18
Nondurable Goods	
Chemicals and Petroleum	18
Food Products	12
Paper Products	12
Publishing	9
Textiles and Apparel	13
Transportation Equipment	9
NONMANUFACTURING GROUP	
Business Services	16
Construction and Contracting	12
Mining	23
Retail Sales	19
Transportation	17
Utilities	17
Wholesale Trade	5
FINANCIAL SERVICES GROUP	
Banking (Commercial)	17
Banking (Thrift Institutions)	13
Financial Holding and Investment	15
Insurance	15
Real Estate	21

**Insufficient data*

Table 29
CHIEF OPERATING OFFICER:
Average increase in total compensation by region

	Percentage Increase
Northeast	16%
Mideast	15
Southeast	14
Midwest	21
Southwest	11
Rocky Mountains	11
West	13

Top Financial Officer

The total compensation of top financial officers increased by an average rate of 14%, the same amount as was reported in our last study. Seventy-six percent of the responding companies reported paying bonuses to this executive, a slight drop from the 77% reported in our last study.

Salaries paid to top financial officers rose by an average rate of 13% in 1980, in both bonus and nonbonus companies. Salary levels for top financial officers in bonus companies were, on the average, 20% higher than those reported in nonbonus companies. This is greater than the 9% differential reported in our last study.

Bonus payments to the top financial officer rose, on average, by 15% in 1980, far below the 25% increase reported in our last study.

Table 30
TOP FINANCIAL OFFICER:
Average increase (decrease) in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	10%
Electrical Machinery	16
Fabricated Metal Products	14
Instruments	19
Machinery	13
Primary Metals	10
Nondurable Goods	
Chemicals and Petroleum	13
Food Products	17
Paper Products	23
Publishing	14
Textiles and Apparel	12
Transportation Equipment	(2)
NONMANUFACTURING GROUP	
Business Services	23
Construction and Contracting	16
Mining	24
Retail Sales	12
Transportation	20
Utilities	17
Wholesale Trade	9
FINANCIAL SERVICES GROUP	
Banking (Commercial)	16
Banking (Thrift Institutions)	15
Financial Holding and Investment	16
Insurance	11
Real Estate	13

The average ratio of bonus to base salary was 34% in 1980, compared to 38% reported last time. However, when combined with base salary, bonus payments resulted in an average total compensation level that was 65% higher than that of nonbonus companies—greater than the 50% differential reported in our last study.

Average total compensation to top financial officers was highest in the manufacturing industry group—15% and 16% above the nonmanufacturing and financial services industry groups, respectively. The highest increase in total compensation to these executives, 17%, was reported by the nonmanufacturing companies. Increases in the manufacturing and financial services industry groups were 13% and 14%, respectively.

The highest average total compensation paid to top financial officers in 1980 was reported in the chemicals and petroleum industry—6% above that paid in the next highest paying industry, mining.

As in our last study, the lowest level of average compensation to top financial executives was reported by thrift institutions. This was followed by the commercial banking industry. The largest rate of increase in total compensation, 24%, was reported by the mining industry, followed closely by the paper products and business services industries, each reporting an average increase of 23%. The transportation equipment industry reported a 2% decrease in total compensation in 1980. Table 30 shows the 1980 percentage increase in average compensation for top financial officers in each of the industries studied.

A regional analysis of the data showed that top financial officers based in the Northeast received the highest average total compen-

sation. Their average pay level was 43% above that in the Rocky Mountain region, where top financial officers received the lowest average total compensation. In 1980, top financial officers in Midwest companies received the largest increase in total compensation, 20%. The Rocky Mountain region was second at 18%. The lowest increase, 11%, was reported by Mideast companies. Table 31 presents 1980 changes in total compensation for each of the regions analyzed.

Table 31
TOP FINANCIAL OFFICER:
Average increase in total compensation by region

	Percentage Increase
Northeast	15%
Mideast	11
Southeast	13
Midwest	20
Southwest	14
Rocky Mountains	18
West	13

Top Marketing Executive

Total compensation of top marketing executives rose by an average rate of 13% in 1980. Seventy-four percent of the responding companies reported paying bonuses to this executive.

Salaries paid to the top marketing executives rose by an average rate of 13% in both bonus and nonbonus companies. However, on the average, the base salary of executives in bonus companies was 20% greater than that of their counterparts in nonbonus companies. Bonuses increased by an average of 14% in 1980, when the ratio of bonus payment to base salary was 29%. When bonuses were combined with base salary, the resulting compensation was 58% above that received by top marketing executives in nonbonus companies.

There was little difference (less than 1%) in the average total compensation paid to top marketing executives in the manufacturing and nonmanufacturing industry groups. Compensation of top marketing executives in financial services companies was approximately 54% below that in the other industry groups. In 1980, total compensation increased most in the nonmanufacturing industry group (an average of 15%), followed by the financial services and manufacturing companies (13% and 12%, respectively).

When each of the 24 industries was analyzed separately, top marketing executives in the textiles and apparel industry were found to be the highest paid. Average compensation in that industry was 12% higher than that of the second highest paying industry, mining. Top marketing executives in the commercial banking and thrift institution industries received the lowest average total compensa-

tion. The largest average increase in total pay to top marketing executives (25%) was reported in the business services industry. Top marketing executives in the transportation equipment industry experienced the smallest increase in total compensation (3%). Table 32 shows the 1980 average increase in compensation for top marketing executives in each of the industries studied.

From a regional standpoint, top marketing executives in the Midwest received the highest average total compensation—6% higher than in the Northeast, which was the second highest paying region. At 49% below the average Midwest level, top marketing executives in the Rocky Mountain region received the lowest average total compensation. The largest increase in total pay, averaging 15%, was reported in the Midwest. The Mideast, Southwest, and Rocky Mountain regions all reported an average increase of 11%, the lowest for this position. Table 33 presents 1980 average changes in total compensation for each of the regions analyzed.

Table 32

TOP MARKETING EXECUTIVE:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	9%
Electrical Machinery	12
Fabricated Metal Products	14
Instruments	15
Machinery	10
Primary Metals	10
Nondurable Goods	
Chemicals and Petroleum	14
Food Products	14
Paper Products	16
Publishing	10
Textiles and Apparel	5
Transportation Equipment	3
NONMANUFACTURING GROUP	
Business Services	25
Construction and Contracting	21
Mining	14
Retail Sales	13
Transportation	10
Utilities	15
Wholesale Trade	11
FINANCIAL SERVICES GROUP	
Banking (Commercial)	14
Banking (Thrift Institutions)	10
Financial Holding and Investment	10
Insurance	12
Real Estate	15

Table 33

TOP MARKETING EXECUTIVE:
Average increase in total compensation by region

	Percentage Increase
Northeast	14%
Mideast	11
Southeast	12
Midwest	15
Southwest	11
Rocky Mountains	11
West	14

Top Sales Executive

Total compensation paid to top sales executives increased by an average rate of 14% in 1980. Seventy-six percent of the responding companies reported paying bonuses to these executives.

In 1980, the salary paid to top sales executives increased by an average of 12% over 1979 levels in both bonus and nonbonus companies. Overall, salary levels were 3% higher in bonus companies. Bonus payments to top sales executives increased by an average of 25% in 1980, and, on average, were equal to 34% of base salary in bonus-paying companies. When bonuses were combined with base salary, total compensation in bonus companies increased 15%, and the average total compensation level was 42% higher than in nonbonus companies.

Of the three major industry groups, nonmanufacturing companies paid the highest average total compensation to their top sales executives. These executives received 10% more than their counterparts in the manufacturing industry group, and 35% more than their counterparts in financial services companies. Nonmanufacturing company top sales executives also received the highest rate of average increase in total compensation in 1980 (16%). This was followed by 14% for manufacturing companies and 12% for financial services companies.

Of the 24 individual industries, top sales executives in the chemicals and petroleum industry were paid the highest average total compensation in 1980, 15% above the mining industry, which was the second highest paying. The insurance industry reported the lowest level of total compensation for the

Table 34

TOP SALES EXECUTIVE:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	9%
Electrical Machinery	11
Fabricated Metal Products	11
Instruments	*
Machinery	13
Primary Metals	*
Nondurable Goods	
Chemicals and Petroleum	15
Food Products	17
Paper Products	10
Publishing	14
Textiles and Apparel	11
Transportation Equipment	8
NONMANUFACTURING GROUP	
Business Services	27
Construction and Contracting	14
Mining	11
Retail Sales	8
Transportation	16
Utilities	*
Wholesale Trade	4
FINANCIAL SERVICES GROUP	
Banking (Commercial)	14
Banking (Thrift Institutions)	*
Financial Holding and Investment	*
Insurance	12
Real Estate	*

**Insufficient data*

top sales executives, followed by the commercial banking industry.

The largest average increase in total compensation to the top sales executive, 27%, was reported by the business services industry. The lowest rate of increase, 4%, was reported in the wholesale trade industry. Table 34 shows the 1980 average increase in compensation for top sales executives in each of the industries studied.

On a regional basis, top sales executives in the Midwest were generally the highest paid, followed closely by the Northeast. The lowest average compensation to top sales executives was in the Rocky Mountain region. The highest average increase in total 1980 compensation was 18%, reported in both the Midwest and Southwest regions. The 10% average increase in pay for top sales executives in the Rocky Mountain region was the lowest reported. Table 35 presents 1980 changes in total compensation for each of the regions analyzed.

Table 35
TOP SALES EXECUTIVE:
Average increase in total compensation by region

	Percentage Increase
Northeast	15%
Mideast	11
Southeast	15
Midwest	18
Southwest	18
Rocky Mountains	10
West	11

Top Manufacturing Executive

Total compensation paid to top manufacturing executives increased by an average rate of 17% in 1980. Seventy-nine percent of the responding companies reported paying bonuses to these executives.

The average rate of increase in base salary paid to top manufacturing executives in 1980 was 15% in bonus companies and 12% in nonbonus companies. The average increase in bonus was 25% in 1980, resulting in an increase of 18% in total compensation for bonus companies. Base salary levels in bonus companies averaged 5% higher than those in nonbonus companies. However, with an average bonus of 35% of base salary, total compensation paid to top manufacturing executives in bonus-paying companies was, overall, 45% greater than that paid in nonbonus companies.

Of the manufacturing industries studied, top manufacturing executives in the primary metals industry were the highest paid. Average total compensation in that industry was 14% greater than in the next highest paying industry, chemicals and petroleum. Top manufacturing executives in the instruments industry received the lowest pay in 1980. Companies in the chemicals and petroleum industry reported the highest rate of increase in total compensation, 24%. There was a decrease of 1% in the transportation equipment industry. Table 36 shows the 1980 average increase in compensation for top manufacturing executives in each of the manufacturing industries studied.

On a regional basis, top manufacturing executives in the Northeast were generally the highest paid, just 1% above those in the

Table 36
TOP MANUFACTURING EXECUTIVE: Average increase (decrease) in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	17%
Electrical Machinery	20
Fabricated Metal Products	9
Instruments	13
Machinery	15
Primary Metals	5
Nondurable Goods	
Chemicals and Petroleum	24
Food Products	21
Paper Products	15
Publishing	12
Textiles and Apparel	10
Transportation Equipment	(1)

Table 37
TOP MANUFACTURING EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	17%
Mideast	14
Southeast	20
Midwest	32
Southwest	9
Rocky Mountains	10
West	15

Rocky Mountain region. Top manufacturing executives in companies in the Southwest received the lowest average pay, 17% below that in the Northeast. This region also reported the lowest average increase in total compensation in 1980 (9%). The largest average increase in total pay (32%) was in the Midwest. Table 37 presents average changes in total compensation in 1980 for each of the regions analyzed.

Top Human Resources Executive

Total compensation for top human resources executives rose by an average of 14% in 1980. Sixty-eight percent of the responding companies reported paying bonuses to these executives.

In 1980, the base salary of top human resources executives rose by an average of 12% in bonus-paying companies, and 14% in nonbonus companies. However, the average salary of executives in bonus companies was 28% greater than that paid to their counterparts in nonbonus companies. Bonuses, which rose by an average of 19% in 1980, contributed to the overall 14% increase in total compensation in bonus companies. When the bonus, which averaged 27% of base salary, was added to the salary, total compensa-

tion to top human resources executives in bonus companies was 68% greater than that paid in nonbonus companies.

Average total compensation for top human resources executives was highest among companies in the manufacturing industry group, and lowest in the financial services companies. Average total pay to these executives in manufacturing companies was 16% above average total pay in nonmanufacturing companies, and 60% above the average total reported by financial services companies. The greatest increases in total compensation in 1980, however, were reported by the nonmanufacturing and financial services industry groups, at 15% each. Total pay rose by an average of 12% in the manufacturing companies.

A separate analysis of each of the 24 individual industries showed that top human resources executives in the chemicals and petroleum industry were the highest paid. Average total compensation in that industry was 23% above that of the next highest paying industry, electrical machinery. Compensation in the chemicals and petroleum industry was more than three times greater than in the real estate industry, where top human resources executives received the lowest average pay. The largest average increase in total compensation to these executives was 17% in both the business services and mining industries. The lowest increase (7%) was in the transportation equipment industry. Table 38 shows the 1980 average increase in compensation for top human resources executives in each of the industries studied.

On a regional basis, top human resources executives in the Northeast received the high-

Table 38

TOP HUMAN RESOURCES EXECUTIVE:
Average increase in total compensation by industry

	Percentage increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	10%
Electrical Machinery	13
Fabricated Metal Products	8
Instruments	16
Machinery	14
Primary Metals	11
Nondurable Goods	
Chemicals and Petroleum	11
Food Products	16
Paper Products	12
Publishing	14
Textiles and Apparel	11
Transportation Equipment	7
NONMANUFACTURING GROUP	
Business Services	17
Construction and Contracting	13
Mining	17
Retail Sales	11
Transportation	11
Utilities	14
Wholesale Trade	15
FINANCIAL SERVICES GROUP	
Banking (Commercial)	16
Banking (Thrift Institutions)	16
Financial Holding and Investment	10
Insurance	14
Real Estate	*

**Insufficient data*

est average total compensation—8% above the next highest paying region, the Mideast. Rocky Mountain companies reported the lowest average total compensation to these executives. Average increases in the total compensation of top human resources executives during 1980 were greatest in the Midwest (18%), and least in the Mideast (11%). Table 39 presents average changes in total compensation during 1980 for each of the regions analyzed.

Table 39
TOP HUMAN RESOURCES EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	14%
Mideast	11
Southeast	16
Midwest	18
Southwest	12
Rocky Mountains	15
West	17

Top Strategic Planning Executive

Total compensation of top strategic planning executives increased by an average of 14% in 1980. Seventy-seven percent of the respondents reported paying bonuses to these executives.

The average increase in salary paid to top strategic planning executives in both bonus and nonbonus companies was 13% in 1981. On the whole, salary levels in bonus companies were 11% above those in nonbonus companies. The average increase in bonus payments was 13% in 1980. Bonus payments added an average of 32% (as a percentage of base salary) to the compensation levels of top strategic planning executives, resulting in a 47% differential in total compensation between bonus and nonbonus companies.

The highest paid top strategic planning executives were those in the manufacturing industry group. Average total compensation for those executives was 14% above that in nonmanufacturing companies, and 48% greater than that in financial services companies. While manufacturing companies paid their top strategic planning executives the highest, they also reported the lowest average increase in total compensation (12%). The largest increase (19%) was reported in the nonmanufacturing industry group. The financial services industry group reported a 14% increase.

Of the 24 industries studied, top strategic planning executives received the highest level of compensation in the electrical machinery industry. The average total paid to these

executives was just 1% above that in the second highest paying industry, chemicals and petroleum. Lowest average total compensation was reported in the wholesale trade industry, and second lowest was the commercial banking industry.

Table 40
TOP STRATEGIC PLANNING EXECUTIVE:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	11%
Electrical Machinery	13
Fabricated Metal Products	11
Instruments	*
Machinery	14
Primary Metals	5
Nondurable Goods	
Chemicals and Petroleum	14
Food Products	16
Paper Products	13
Publishing	8
Textiles and Apparel	17
Transportation Equipment	4
NONMANUFACTURING GROUP	
Business Services	18
Construction and Contracting	*
Mining	22
Retail Sales	16
Transportation	18
Utilities	18
Wholesale Trade	19
FINANCIAL SERVICES GROUP	
Banking (Commercial)	17
Banking (Thrift Institutions)	19
Financial Holding and Investment	5
Insurance	12
Real Estate	*

**Insufficient data*

The mining industry reported the greatest average increase in total compensation paid to top strategic planning executives in 1980—22%— followed by the wholesale trade industry and thrift institutions, at 19% each. The smallest increase was 4%, in the transportation equipment industry. Table 40 shows the 1980 average increase in compensation for top strategic planning executives in each of the industries studied.

On a regional basis, top strategic planning executives in the Northeast received the highest average total compensation. Compensation to executives in this region was 9% higher than to their counterparts in the second highest paying region, the Midwest, and 20% higher than to those in the Southeast, the lowest paying region. In 1980 the average increase in total compensation to top strategic planning executives was greatest in the Midwest (23%). The smallest average increase, 8%, was reported by companies in the Rocky Mountain region. Table 41 presents 1980 average changes in total compensation for each of the regions analyzed.

Table 41
TOP STRATEGIC PLANNING EXECUTIVE:
Average increase in total compensation by region

	Percentage Increase
Northeast	16%
Mideast	10
Southeast	13
Midwest	23
Southwest	13
Rocky Mountains	8
West	15

Top Legal Executive

Total compensation to the top legal executive rose by an average of 15% in 1980. Seventy-five percent of the responding companies reported paying bonuses to these executives.

Base salaries paid to the top legal executives in bonus companies increased by an average of 14% in 1980, while nonbonus companies reported an 11% increase. Overall, salaries to these executives were 20% higher in bonus companies than in nonbonus companies.

In 1980, bonus payments increased by an average of 19% over 1979 levels. On the average, bonuses were equal to 32% of base salary. This contributed to an overall average increase of 16% in total compensation for top legal executives in bonus companies, making their total pay 62% higher than that of their counterparts in nonbonus companies.

The highest average total compensation for top legal executives was reported by the manufacturing industry group--26% above that in nonmanufacturing companies and 65% greater than that in financial services companies. It was in the financial services companies, however, that compensation rose the most in 1980 (16%). This was followed by the manufacturing and nonmanufacturing industries, where compensation in 1980 increased by 15% and 14%, respectively.

Of the 24 industries studied, top legal executives in the chemicals and petroleum industry were the highest paid in 1980. Average total compensation in that industry was 9% higher than in the electrical machinery industry, which was the second highest paying

Table 42

TOP LEGAL EXECUTIVE:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	13%
Electrical Machinery	13
Fabricated Metal Products	5
Instruments	8
Machinery	16
Primary Metals	8
Nondurable Goods	
Chemicals and Petroleum	14
Food Products	36
Paper Products	16
Publishing	14
Textiles and Apparel	8
Transportation Equipment	10
NONMANUFACTURING GROUP	
Business Services	8
Construction and Contracting	12
Mining	17
Retail Sales	11
Transportation	13
Utilities	15
Wholesale Trade	16
FINANCIAL SERVICES GROUP	
Banking (Commercial)	13
Banking (Thrift Institutions)	18
Financial Holding and Investment	11
Insurance	18
Real Estate	15

Top legal executives in the real estate industry received the lowest pay.

The highest rate of increase in total compensation in 1980 was reported in the food products industry (36%), while the lowest average increase (5%) was reported in the fabricated metal products industry. Table 42 shows the average increase in compensation for top legal executives during 1980 in each of the industries studied.

On a regional basis, top legal executives in the Northeast region were the highest paid, receiving 4% more pay than their counterparts in the Midwest, the second highest paying region. Top legal executives in the Rocky Mountain region tended to be the lowest paid. Executives in this region, along with those in the Southeast, received the smallest average increase in total compensation in 1980 (12%). The greatest average increase (23%) was reported by companies in the Southeast. Table 43 presents average changes in total compensation in 1980 for each of the regions analyzed.

Table 43
TOP LEGAL EXECUTIVE:
Average increase in total compensation by region

	Percentage Increase
Northeast	13%
Mideast	15
Southeast	12
Midwest	20
Southwest	23
Rocky Mountains	12
West	15

Top International Executive

Total compensation of top international executives increased by an average of 12% in 1980. A larger proportion of top international executives received a bonus than did any other group of executives in this study. Of all the companies that responded to the study, 84% reported bonus payments to these executives.

The average increase in salary paid to top international executives in bonus companies was 13% in 1980, as compared to a 10% increase for nonbonus companies. Overall, base salaries reported for executives who received a bonus were 22% higher than those reported in nonbonus companies. Bonus payments increased by an average of 7% in 1980 and, on average, were equal to 31% of base salary. Top international executives in bonus companies received a 65% higher average total compensation than those in nonbonus companies.

The manufacturing companies were found to be the highest paying industry group. Average total compensation for top international executives in these companies was 11% higher than that reported by nonmanufacturing companies, and 54% above that reported by financial services companies. Nonmanufacturing companies reported the highest rate of increase in total compensation in 1980 (13%). Increases in the financial services and manufacturing companies were 12% and 10%, respectively.

Of the 24 industries studied, top international executives in the chemicals and petroleum industry were paid the highest average total compensation in 1980—9% higher than the second highest paying industry, food products. The publishing industry

reported the lowest level of total compensation. Average increase in total compensation paid to top international executives was greatest in the business services industry, 18%. The smallest rate of increase, 1%, was reported in the financial holding and investment industry. Table 44 presents the average change in total compensation in 1980 for each of the 24 industries.

A regional analysis of the data showed that the companies paying the highest average total compensation to the top international executive were located in the Mideast. However, these executives averaged just 2% more than their northeastern counterparts. The lowest compensation levels were reported by companies in the Southwest. In 1980, companies headquartered in the Rocky Mountain region reported the greatest increase in average total pay (21%), while the highest paid top international executives, those in the Mideast region, received the smallest average increase, 8%. Table 45 presents the average 1980 percentage change in top international executive compensation for each of the industries studied.

Table 44

TOP INTERNATIONAL EXECUTIVE: Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	6%
Electrical Machinery	7
Fabricated Metal Products	5
Instruments	6
Machinery	12
Primary Metals	*
Nondurable Goods	
Chemicals and Petroleum	15
Food Products	15
Paper Products	*
Publishing	8
Textiles and Apparel	13
Transportation Equipment	*
NONMANUFACTURING GROUP	
Business Services	18
Construction and Contracting	*
Mining	18
Retail Sales	4
Transportation	*
Utilities	*
Wholesale Trade	7
FINANCIAL SERVICES GROUP	
Banking (Commercial)	13
Banking (Thrift Institutions)	16
Financial Holding and Investment	1
Insurance	12
Real Estate	*

**Insufficient data*

Table 45

TOP INTERNATIONAL EXECUTIVE: Average increase in total compensation by region

	Percentage increase
Northeast	12%
Mideast	8
Southeast	9
Midwest	18
Southwest	12
Rocky Mountains	21
West	15

Controller

In 1980, total compensation for controllers rose by an average of 13%. Seventy percent of the responding companies reported paying a bonus to the controller. This was less than the 73% reported in 1978, but the same as the 1976 level.

The average increase in base salary in 1980 was 13% in both bonus and nonbonus companies. On the average, salaries of controllers in bonus companies were 17% higher than in nonbonus companies. The average bonus-to-base-salary ratio was 25%, and when the bonus was combined with the base, the average total compensation was 49% higher than in nonbonus companies.

Average total compensation to controllers was highest in the manufacturing industry group—18% above nonmanufacturing companies and 38% above financial services companies. The average increase in total pay to controllers in manufacturing companies was 12%, compared to the 14% reported by both nonmanufacturing and financial services companies.

When each of the 24 industries was analyzed separately, controllers in financial holding and investment companies were found to be the highest paid. Average total compensation in that industry was just one percent higher than in the second highest paying industry, chemicals and petroleum. Controllers in the commercial banking and real estate industries were the lowest paid. Average increases in total pay were highest in the construction and contracting industry (18%). The mining, commercial banking, and thrift institution industries all reported 17% increases. Average increase in total pay was least in the transportation equipment industry (1%). Table 46 presents the average per-

Table 46

CONTROLLER:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	11%
Electrical Machinery	14
Fabricated Metal Products	14
Instruments	16
Machinery	12
Primary Metals	8
Nondurable Goods	
Chemicals and Petroleum	15
Food Products	15
Paper Products	13
Publishing	10
Textiles and Apparel	10
Transportation Equipment	1
NONMANUFACTURING GROUP	
Business Services	15
Construction and Contracting	18
Mining	17
Retail Sales	12
Transportation	14
Utilities	13
Wholesale Trade	10
FINANCIAL SERVICES GROUP	
Banking (Commercial)	17
Banking (Thrift Institutions)	17
Financial Holding and Investment	12
Insurance	10
Real Estate	10

centage change in total compensation in 1980 for each of the 24 industries.

A regional analysis of the data showed that controllers in the Northeast tended to be the highest paid, followed by those in the Midwest. Southwest companies reported the lowest average compensation paid to controllers. Average increases in compensation to controllers ranged from a high of 18% in the Midwest to a low of 12% in the Mideast. Table 47 presents the average 1980 changes in controller compensation for each region studied.

Table 47
CONTROLLER:
Average increase in total compensation by region

	Percentage Increase
Northeast	13%
Mideast	12
Southeast	13
Midwest	18
Southwest	13
Rocky Mountains	14
West	13

Treasurer

Total compensation to treasurers increased by 12% in 1980. Seventy-six percent of the responding companies reported paying a bonus to the treasurer, compared to 77% in our previous study.

The rate of average increase in the base salary of treasurers was 12% in both bonus and nonbonus companies. The bonus payment rose, on the average, by only 7% in 1980. Overall, 1980 bonuses to the treasurers equaled 28% of their base salaries. The salary levels of treasurers in bonus companies were 19% above those in nonbonus companies. However, when bonuses were added, the differential in total compensation was 54%.

Manufacturing companies reported the highest average total compensation for treasurers —20% higher than nonmanufacturing companies and 40% higher than financial services companies. The increase in total compensation in 1980 was 12% in manufacturing companies, and 13% each in nonmanufacturing and financial services companies.

Of the 24 industries studied, treasurers in the chemicals and petroleum industry were the highest paid—12% above their counterparts in the second highest paying industry, food products. Thrift institutions, wholesale trade companies, and insurance companies reported the lowest levels of compensation to treasurers in 1980. The instruments industry reported the largest average increase in compensation to these executives (19%). On the other hand, total compensation in 1980 decreased by an average of 1% in the transportation equipment industry. Table 48 presents the average change in the total compensation in 1980 for each of the 24 industries studied.

Table 48
TREASURER:
Average increase (decrease) in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	8%
Electrical Machinery	12
Fabricated Metal Products	10
Instruments	19
Machinery	10
Primary Metals	10
Nondurable Goods	
Chemicals and Petroleum	17
Food Products	13
Paper Products	12
Publishing	14
Textiles and Apparel	15
Transportation Equipment	(1)
NONMANUFACTURING GROUP	
Business Services	14
Construction and Contracting	18
Mining	14
Retail Sales	10
Transportation	14
Utilities	15
Wholesale Trade	8
FINANCIAL SERVICES GROUP	
Banking (Commercial)	16
Banking (Thrift Institutions)	14
Financial Holding and Investment	13
Insurance	12
Real Estate	10

On a regional basis, treasurers in the Northeast were the highest paid. Compensation to these executives was 8% higher than in the second highest paying region, the West. Companies in the Southeast tended to be the lowest paying. In 1980, the average increase in compensation to treasurers was greatest in companies in the Rocky Mountain region (20%) and least in the Mideast (9%). Table 49 presents data on the percentage change in treasurer compensation for each region studied.

Table 49
TREASURER:
Average increase in total compensation by region

	Percentage Increase
Northeast	13%
Mideast	9
Southeast	13
Midwest	15
Southwest	17
Rocky Mountains	20
West	12

Part IV

Senior Financial Management Compensation

This section of the report analyzes the data gathered for nearly 4,500 senior financial management executives in the following ten positions:

Top Financial Relations Executive
Top General Accounting Executive
Top Tax Executive
Top Financial Planning Executive
Top Systems and Data Processing Executive
Top Budget Executive
Top Internal Audit Executive
Top Credit and Collection Executive
Corporate Risk Management Executive
Cash Management Executive

Total compensation for the senior financial management group rose by an average of 13% in 1980. Bonus-paying companies reported a 14% increase, compared to 12% in nonbonus companies. Within the senior financial management group, the largest increases were paid to the top financial planning and top budget executives. The average increase in each of those positions was 16%. The lowest rate of increase was reported for both the top financial relations and top credit and collection executives (11% each). Table 50 presents the 1980 average percentage change in total compensation for each of the ten senior financial management positions studied for bonus and nonbonus companies.

Fifty-seven percent of the senior financial management executives for whom compensation data were reported received bonuses. This is identical to the findings reported in our last study. A higher percentage of top financial relations executives received bonuses than did any other financial executives studied (71%). The smallest incidence of bonus payment was reported for the top budget executives (51%).

On the average, bonus payments to senior financial management executives equaled 20% of base salary. This is consistent with the findings of our last two studies. Top tax executives received the largest bonus-to-

Table 50
SENIOR FINANCIAL MANAGEMENT:
Average percentage increase in compensation
(1979-1980)

	BONUS COMPANIES			NONBONUS COMPANIES
	Average Base Salary	Average Bonus	Total Compensation	Total Compensation
Top Financial Relations Executive	11%	22%	11%	11%
Top General Accounting Executive	12	18	13	12
Top Tax Executive	13	16	13	11
Top Financial Planning Executive	22	33	19	13
Top Systems and Data Processing Executive	13	20	16	13
Top Budget Executive	13	28	15	17
Top Internal Audit Executive	12	25	13	12
Top Credit and Collection Executive	11	3	12	11
Corporate Risk Management Executive	10	0	11	12
Cash Management Executive	13	33	16	12

Table 51
SENIOR FINANCIAL MANAGEMENT:
Bonus as a percentage of base salary

	1980	1979
Top Financial Relations Executive	22%	24%
Top General Accounting Executive	18	18
Top Tax Executive	23	23
Top Financial Planning Executive	22	21
Top Systems and Data Processing Executive	22	20
Top Budget Executive	16	15
Top Internal Audit Executive	19	18
Top Credit and Collection Executive	18	19
Corporate Risk Management Executive	20	19
Cash Management Executive	19	17

Table 52
SENIOR FINANCIAL MANAGEMENT:
Comparison of average total compensation
(Bonus to nonbonus companies)

	INDEX
	(Nonbonus companies = 1.00)
Top Financial Relations Executive	1.58
Top General Accounting Executive	1.45
Top Tax Executive	1.61
Top Financial Planning Executive	1.50
Top Systems and Data Processing Executive	1.43
Top Budget Executive	1.40
Top Internal Audit Executive	1.47
Top Credit and Collection Executive	1.48
Corporate Risk Management Executive	1.45
Cash Management Executive	1.43

Table 53
SENIOR FINANCIAL MANAGEMENT:
Compensation as a percentage of top financial officer's compensation

	INDEX
	(Top financial officer's compensation = 100%)
Top Financial Relations Executive	63%
Top General Accounting Executive	45
Top Tax Executive	56
Top Financial Planning Executive	57
Top Systems and Data Processing Executive	54
Top Budget Executive	42
Top Internal Audit Executive	46
Top Credit and Collection Executive	41
Corporate Risk Management Executive	46
Cash Management Executive	44

base-salary ratio (23%), while the smallest ratio was reported for the top budget executive position (16%). Table 51 presents the ratio of bonus payments to base salary for each of the top financial management positions studied.

As with the CEO and top executive positions, compensation levels were higher for senior financial management executives in bonus-paying companies. Overall, there was a 23% differential in base salary levels. When bonuses were added, average total compensation for senior financial management executives in bonus companies was 50% higher than in nonbonus companies. The greatest differential in average total compensation was reported for the top tax executive position: top tax executives in bonus companies were paid an average of 61% more than their counterparts who did not receive a bonus. The smallest differential was reported for the top budget executive (40%). Table 52 presents a comparison of average total compensation levels for senior financial management executives in bonus and nonbonus companies.

Of the ten senior financial management positions studied, the highest level of compensation was reported for the top financial relations executives. Average total pay for that position was approximately 11% higher than for the next highest paying position—top financial planning executive. These findings are similar to those reported in our last study. Also as in our last report, the top credit and collection position received the lowest average total pay—this year 55% below that of the top financial planning executive.

It is sometimes useful to compare the average compensation of senior financial management executives to that of the top financial officer. This comparison is made in Table 53, which shows that in the majority of positions studied, average compensation of senior financial management executives was between 41% and 46% of the average compensation paid to top financial officers. The highest ratio (63%) was reported for the top financial relations executive. Generally, this ratio (average compensation of senior financial management executives compared to that of top financial officers) is higher in smaller companies than in larger companies.

Regional analyses of the compensation data are presented in index form for each of the industry groups in Tables 54, 55, and 56. From a regional standpoint, senior financial management executives headquartered in the Northeast tended to receive the highest average total compensation, followed by the West. Southwest and Southeast executives were generally the lowest paid.

Additional data by industry group are presented in Part V of this report.

Table 54

SENIOR FINANCIAL MANAGEMENT—MANUFACTURING GROUP:
Regional analysis of total compensation

(Average for each size category = 1.00)

SALES VOLUME	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $10 Million	1.14	*	78	*	*	*	*
$10-25	86	1.46	69	91	*	*	99
$25-50	96	99	85	99	1.09	*	1.17
$50-100	1.04	97	89	1.09	99	89	1.01
$100-200	1.00	93	1.06	90	90	*	1.62
$200-500	1.04	93	1.02	84	1.04	94	1.01
$500-1 Billion	1.02	98	92	1.14	98	*	1.02
$1-2	1.05	97	1.05	77	89	*	90
Over $2 Billion	1.03	91	62	1.19	89	92	1.21

Table 55

SENIOR FINANCIAL MANAGEMENT—NONMANUFACTURING GROUP:
Regional analysis of total compensation

(Average for each size category = 1.00)

Under $10 Million	*	*	*	*	*	*	*
$10-25	.80	1.03	*	*	*	*	*
$25-50	.87	1.09	.93	.97	*	*	.99
$50-100	1.02	.90	.99	1.00	.98	*	1.14
$100-200	1.01	1.15	.82	.99	1.12	*	.91
$200-500	.98	.97	.96	1.00	.95	*	1.12
$500-1 Billion	1.06	1.08	.85	.99	.67	.85	1.04
$1-2	.93	.89	1.02	1.08	*	1.17	1.14
Over $2 Billion	1.04	1.00	1.15	.78	*	*	1.28

Table 56

SENIOR FINANCIAL MANAGEMENT—FINANCIAL SERVICES GROUP:
Regional analysis of total compensation

(Average for each size category = 1.00)

ASSETS	Northeast	Mideast	Southeast	Midwest	Southwest	Rocky Mountains	West
Under $25 Million	1.08	.83	*	*	*	*	1.06
$25-50	.83	1.22	*	*	.85	*	*
$50-100	*	1.04	1.05	.89	*	*	1.06
$100-200	1.50	.67	.79	.73	.93	.67	.79
$200-500	.97	1.02	.83	1.14	1.12	.93	1.12
$500-1 Billion	.93	.91	1.06	.78	1.22	.88	1.85
$1-2	1.04	.83	.97	1.18	.95	.97	.93
$2-5	1.01	.97	.97	1.03	1.03	.97	1.09
$5-10	1.11	.87	1.02	.64	*	*	.97
Over $10 Billion	1.11	.87	.72	1.12	.82	*	.90

**Insufficient data*

Part V

Industry Group Tables

for Top Executive and Senior Financial Management Groups

This section contains tables comparing average compensation levels in bonus- and nonbonus-paying companies of various sizes in the three industry groups covered in this report (manufacturing, nonmanufacturing, and financial services). The tables include data for each of the 22 executive positions studied.

In some instances, there were too few companies in a sales or assets range to constitute a valid sampling. Thus no data are reported for that sales or assets range. The compensation data for companies in these ranges, however, are included in the "all levels" figures.

Manufacturing Group—Durable Goods

Table 57

CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $10 Million	$ 78,700	$ 20,600	$ 99,300	*	$ 80,900	*
$10-25	88,100	27,000	115,100	$ 82,900	94,200	$ 85,900
$25-50	106,500	28,700	135,200	104,300	114,800	107,800
$50-100	117,700	48,600	166,300	*	124,700	*
$100-200	132,300	51,000	183,300	171,200	144,200	171,200
$200-500	176,900	86,800	263,700	197,600	188,700	208,300
$500-1 Billion	201,600	101,200	302,800	*	207,400	*
$1-2	295,100	180,200	475,600	379,400	310,400	401,300
Over $2 Billion	327,400	238,000	565,400	289,500	338,500	293,500
All Levels	**160,800**	**78,900**	**239,700**	**168,400**	**169,800**	**174,800**

Companies reporting: 291

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 49

Table 58

CHIEF OPERATING OFFICER

$10-25 Million	$ 58,000	$ 17,300	$ 75,300	$ 55,000	$ 63,300	$ 61,500
$25-50	71,000	20,100	91,100	78,000	73,600	80,500
$50-100	90,400	46,800	137,200	*	99,700	*
$100-200	107,300	40,700	148,000	*	122,300	*
$200-500	140,500	68,700	209,200	124,000	146,100	130,800
$500-1 Billion	141,600	77,600	219,200	199,300	147,200	214,300
$1-2	186,900	99,700	286,600	293,300	202,900	305,000
Over $2 Billion	238,500	136,500	375,000	*	244,500	*
All Levels	**129,300**	**63,400**	**192,700**	**150,900**	**137,500**	**156,700**

Companies reporting: 148

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 49

Table 59

TOP FINANCIAL OFFICER

$10-25 Million	$ 48,100	$17,100	$ 65,200	$ 47,500	$ 51,300	$ 50,300
$25-50	58,200	15,800	74,000	63,300	62,500	67,900
$50-100	63,500	18,600	82,100	*	67,100	*
$100-200	73,100	27,600	100,700	77,200	79,200	81,500
$200-500	85,100	31,600	116,700	*	89,700	*
$500-1 Billion	90,200	31,700	121,900	117,000	91,900	125,300
$1-2	141,000	59,500	200,500	186,700	145,500	209,300
Over $2 Billion	150,700	93,800	244,500	164,200	155,500	167,600
All Levels	**81,900**	**32,500**	**114,400**	**89,400**	**86,100**	**95,500**

Companies reporting: 269

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 40

†Annual rate as of January 31, 1981 **Insufficient data*

Table 60

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$10-25 Million	$ 50,400	$ 18,600	$ 69,000	$ 53,500	$ 53,700	$ 57,300
$25-50	58,600	13,300	71,900	53,900	61,500	57,400
$50-100	61,300	22,100	83,400	54,700	65,300	54,700
$100-200	64,300	19,200	83,500	*	68,900	*
$200-500	69,600	26,700	96,300	61,700	72,800	64,200
$500-1 Billion	74,000	21,400	95,400	*	75,800	*
$1-2	105,900	37,500	143,400	*	110,300	*
Over $2 Billion	121,300	51,800	173,100	*	125,000	*
All Levels	**68,900**	**23,600**	**92,500**	**66,600**	**72,300**	**69,600**

Companies reporting: 159

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 34

Table 61

TOP SALES EXECUTIVE

$10-25 Million	$ 41,300	$ 12,800	$ 54,100	$ 62,000	$ 45,900	$ 65,300
$25-50	49,500	12,000	61,500	59,800	52,800	63,200
$50-100	53,400	18,800	72,200	*	55,500	*
$100-200	55,600	17,500	73,100	56,000	60,600	59,300
$200-500	58,800	27,000	85,800	*	63,800	*
$500-1 Billion	67,000	20,600	87,000	*	75,400	*
$1-2	87,300	29,000	116,300	*	88,800	*
Over $2 Billion	93,300	29,800	123,100	*	93,300	*
All Levels	**56,200**	**19,700**	**75,900**	**67,700**	**59,400**	**71,200**

Companies reporting: 103

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 35

Table 62

TOP MANUFACTURING EXECUTIVE

$10-25 Million	$ 44,800	$ 15,600	$ 60,400	$ 49,400	$ 46,900	$ 51,200
$25-50	55,000	12,800	67,800	58,800	59,200	63,800
$50-100	58,300	18,600	76,900	*	61,200	*
$100-200	63,600	19,600	83,200	64,000	69,500	65,000
$200-500	66,000	32,100	98,100	*	69,700	*
$500-1 Billion	85,100	26,300	111,400	*	90,200	*
$1-2	101,900	38,100	140,000	*	103,100	*
Over $2 Billion	119,900	44,500	164,400	*	124,600	*
All Levels	**66,000**	**22,100**	**88,100**	**70,700**	**69,900**	**71,400**

Companies reporting: 177

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 33

†Annual rate as of January 31, 1981 **Insufficient Data*

Table 63

TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$10-25 Million	$ 33,900	$ 4,700	$ 38,600	$ 30,900	$ 35,300	$ 33,100
$25-50	35,600	6,800	42,400	36,600	38,000	37,800
$50-100	45,800	11,300	57,100	42,900	47,800	45,400
$100-200	45,500	10,000	55,500	44,300	48,700	45,000
$200-500	57,600	13,600	71,200	59,700	59,700	68,400
$500-1 Billion	62,700	28,500	91,200	81,200	65,000	87,900
$1-2	86,000	26,900	112,900	*	87,500	*
Over $2 Billion	110,900	52,400	163,300	127,900	116,700	129,800
All Levels	**63,400**	**21,500**	**84,900**	**54,000**	**66,200**	**56,500**

Companies reporting: 202

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 34

Table 64

TOP STRATEGIC PLANNING EXECUTIVE

$25-50 Million	$ 45,600	$ 7,800	$ 53,400	*	$49,500	*
$50-100	56,500	11,500	68,000	*	56,500	*
$100-200	53,000	17,200	70,200	*	57,900	*
$200-500	62,500	20,400	82,900	*	65,000	*
$500-1 Billion	66,000	15,800	81,800	*	68,800	*
$1-2	85,600	28,300	113,900	*	90,700	*
Over $2 Billion	111,600	64,000	175,600	*	115,100	*
All Levels	**74,500**	**27,700**	**102,200**	**$53,900**	**78,000**	**$57,600**

Companies reporting: 78

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 37

Table 65

TOP LEGAL EXECUTIVE

$50-100 Million	$ 59,000	$17,100	$ 76,100	*	$ 59,000	*
$100-200	65,400	16,400	81,800	*	68,800	*
$200-500	70,700	20,000	90,700	$ 50,900	73,400	$ 53,300
$500-1 Billion	70,900	20,300	91,200	106,700	73,500	115,000
$1-2	96,100	30,800	126,900	*	98,500	*
Over $2 Billion	129,200	65,900	195,100	113,000	131,500	115,600
All Levels	**87,500**	**32,100**	**119,600**	**81,200**	**89,900**	**84,700**

Companies reporting: 127

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 37

†Annual rate as of January 31, 1981 **Insufficient data*

Table 66

TOP INTERNATIONAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-50 Million	$ 41,700	$27,400	$ 69,600	$43,000	$ 42,200	$44,300
$50-100	61,800	13,500	75,300	*	65,300	*
$100-200	62,300	17,800	80,100	*	66,900	*
$200-500	75,100	22,700	97,800	*	77,500	*
$500-1 Billion	88,900	28,600	117,500	*	92,400	*
$1-2	98,900	25,100	124,000	*	101,900	*
Over $2 Billion	122,800	70,500	193,300	*	125,500	*
All Levels	**79,800**	**28,100**	**107,900**	**92,500**	**83,000**	**94,700**

Companies reporting: 90

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 35

Table 67

CONTROLLER

$10-25 Million	$31,200	$ 6,300	$ 37,500	$ 35,200	$ 32,700	$ 39,200
$25-50	38,400	6,300	44,700	38,900	42,000	41,600
$50-100	45,000	7,600	52,600	42,300	47,100	45,100
$100-200	47,700	13,600	61,300	49,900	50,900	50,500
$200-500	55,000	16,300	71,300	57,000	57,000	58,500
$500-1 Billion	60,200	17,200	77,400	70,400	61,200	74,400
$1-2	76,300	22,500	98,700	*	78,300	*
Over $2 Billion	99,700	47,200	146,900	116,600	103,100	119,100
All Levels	**59,100**	**18,500**	**77,600**	**56,200**	**61,500**	**58,500**

Companies reporting: 211

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 31

Table 68

TREASURER

$25-50 Million	$45,400	$ 8,000	$ 53,400	$37,800	$49,000	$39,600
$50-100	42,400	6,600	49,000	*	44,700	*
$100-200	52,600	14,200	66,800	*	56,000	*
$200-500	58,100	15,500	73,600	60,100	60,900	61,400
$500-1 Billion	56,600	18,200	74,800	*	59,300	*
$1-2	75,200	21,600	96,800	*	76,800	*
Over $2 Billion	95,600	40,300	135,900	*	99,000	*
All Levels	**63,800**	**20,100**	**83,900**	**57,600**	**66,700**	**58,300**

Companies reporting: 140

Percentage paying bonus: 91

Average bonus as a percentage of base salary: 32

†Annual rate as of January 31, 1981 **Insufficient data*

Table 69

TOP FINANCIAL RELATIONS EXECUTIVE

Companies reporting: 41

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 20

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$46,500	$ 5,900	$52,400	*	$48,700	*
$500-1 Billion	50,000	10,300	60,300	*	50,800	*
$1-2	60,500	21,600	82,100	*	62,500	*
Over $2 Billion	61,400	13,400	74,800	$61,800	63,500	$61,800
All Levels	**58,300**	**11,400**	**69,700**	**50,500**	**61,300**	**51,600**

Table 70

TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 147

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 21

$10-25 Million	$22,300	$ 800	$23,100	$24,200	$25,600	$26,900
$25-50	30,500	2,700	33,200	27,300	32,300	28,300
$50-100	31,000	1,900	32,900	28,700	32,000	31,000
$100-200	34,700	3,900	38,600	35,700	37,400	36,300
$200-500	37,700	4,700	42,400	36,800	39,500	37,100
$500-1 Billion	42,500	7,700	50,200	40,400	43,400	41,900
$1-2	51,300	11,600	62,900	59,000	52,700	60,100
Over $2 Billion	68,400	21,900	90,300	60,200	68,800	60,200
All Levels	**45,000**	**9,300**	**54,400**	**36,000**	**46,400**	**37,000**

Table 71

TOP TAX EXECUTIVE

Companies reporting: 143

Percentage paying bonus: 68

Average bonus as a percentage of base salary: 26

$25-50 Million	*	*	*	$28,400	*	$31,200
$50-100	$33,900	$ 2,100	$ 36,000	33,800	$35,100	34,900
$100-200	35,500	8,700	44,200	34,300	38,400	34,900
$200-500	41,800	8,700	50,500	37,800	43,400	40,000
$500-1 Billion	43,900	7,900	51,800	49,500	44,600	50,200
$1-2	61,600	13,900	75,500	51,900	53,400	52,600
Over $2 Billion	78,300	28,400	106,700	63,200	81,100	63,200
All Levels	**52,100**	**13,300**	**65,400**	**41,100**	**53,900**	**42,200**

Table 72

TOP FINANCIAL PLANNING EXECUTIVE

Companies reporting: 49

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 29

$100-200 Million	$35,800	$ 4,200	$40,000	$38,400	$35,800	$39,700
$200-500	41,000	4,000	45,000	*	43,500	*
$500-1 Billion	41,100	7,600	48,700	*	44,000	*
$1-2	53,000	13,600	66,600	*	55,000	*
Over $2 Billion	65,300	27,000	92,300	73,700	68,200	73,700
All Levels	**50,100**	**14,700**	**64,800**	**52,700**	**52,800**	**53,300**

†Annual rate as of January 31, 1981 **Insufficient data*

Table 73

TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$27,100	$ 3,500	$30,600	$28,500	$30,000	$31,500
$25-50	30,800	2,900	33,700	34,800	32,400	37,000
$50-100	36,600	5,100	41,700	36,000	38,400	37,100
$100-200	39,400	7,500	46,900	43,200	41,400	43,600
$200-500	44,700	15,900	60,600	45,100	46,500	43,200
$500-1 Billion	49,300	13,400	62,700	46,800	50,800	47,600
$1-2	57,200	13,900	71,100	67,300	59,900	67,300
Over $2 Billion	76,600	22,400	99,000	71,000	79,200	71,000
All Levels	**48,500**	**12,200**	**60,700**	**40,500**	**50,500**	**42,000**

Companies reporting: 199

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 25

Table 74

TOP BUDGET EXECUTIVE

$50-100 Million	$34,700	$5,100	$39,800	$29,800	$37,300	$32,100
$100-200	36,000	3,200	39,200	30,100	37,600	30,100
$200-500	38,400	4,700	43,100	36,200	40,000	36,200
$500-1 Billion	37,700	6,100	43,800	39,200	37,700	39,200
$1-2	46,100	6,100	52,200	*	46,900	*
Over $2 Billion	60,700	10,100	70,800	52,700	61,500	52,700
All Levels	**42,600**	**6,200**	**48,800**	**35,600**	**43,500**	**36,200**

Companies reporting: 62

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 15

Table 75

TOP INTERNAL AUDIT EXECUTIVE

$50-100 Million	$29,900	$ 7,000	$36,000	$27,600	$35,000	$28,900
$100-200	30,000	4,300	34,300	35,300	31,700	36,100
$200-500	36,200	6,900	43,100	36,700	37,700	38,100
$500-1 Billion	40,600	8,000	48,600	39,400	41,800	39,000
$1-2	50,900	12,200	63,100	51,900	52,000	52,600
Over $2 Billion	62,400	16,200	78,600	64,500	64,700	64,500
All Levels	**46,000**	**10,200**	**56,200**	**37,900**	**47,600**	**38,900**

Companies reporting: 140

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 22

†Annual rate as of January 31, 1981 **Insufficient data*

Table 76

TOP CREDIT AND COLLECTION EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$26,300	$1,200	$27,500	$24,500	$28,100	$25,900
$25-50	28,100	1,500	29,600	20,800	28,500	22,300
$50-100	26,800	5,800	32,600	26,300	28,500	26,700
$100-200	29,400	3,600	33,100	26,600	32,300	27,300
$200-500	35,500	6,300	41,800	30,500	37,200	31,400
$500-1 Billion	38,200	8,600	46,800	35,600	39,000	36,700
$1-2	51,500	10,900	62,400	*	54,500	*
Over $2 Billion	59,200	18,100	77,300	50,100	60,700	50,100
All Levels	**39,500**	**8,800**	**48,300**	**31,100**	**41,200**	**38,100**

Companies reporting: 118

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 22

Table 77

CORPORATE RISK MANAGEMENT EXECUTIVE

$50-100 Million	$31,900	$ 2,600	$34,500	*	$31,900	*
$100-200	*	*	*	$33,300	*	$34,300
$200-500	34,800	5,600	40,400	34,600	35,400	35,300
$500-1 Billion	38,700	5,900	44,600	42,300	39,100	43,200
$1-2	47,100	6,700	53,800	39,800	47,700	40,300
Over $2 Billion	57,900	16,000	73,900	45,800	60,100	47,300
All Levels	**44,500**	**9,100**	**53,700**	**40,200**	**45,700**	**41,100**

Companies reporting: 86

Percentage paying bonus: 72

Average bonus as a percentage of base salary: 20

Table 78

CASH MANAGEMENT EXECUTIVE

$25-100 Million	$29,600	$ 1,800	$31,400	*	$32,700	*
$100-200	*	*	*	*	*	*
$200-500	31,900	10,400	42,300	$32,100	31,900	$33,000
$500-1 Billion	38,700	6,500	45,200	38,800	39,500	39,900
$1-2	45,400	8,600	54,000	*	46,100	*
Over $2 Billion	66,300	20,500	86,800	43,000	68,200	43,700
All Levels	**46,400**	**11,500**	**57,900**	**36,300**	**47,700**	**37,100**

Companies reporting: 66

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 25

†Annual rate as of January 31, 1981 **Insufficient data*

Manufacturing Group—Nondurable Goods

Table 79

CHIEF EXECUTIVE OFFICER

Companies reporting: 219

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 48

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$ 77,900	$ 47,500	$125,400	*	$ 84,500	*
$25-50	127,300	23,000	150,300	$ 72,000	137,400	$ 72,600
$50-100	127,000	63,000	190,000	86,800	129,100	93,000
$100-200	149,200	49,400	198,600	*	159,800	*
$200-500	142,100	66,300	208,400	128,200	151,000	140,000
$500-1 Billion	220,800	75,000	295,800	196,000	228,300	207,300
$1-2	241,800	118,900	360,700	222,400	257,500	247,400
Over $2 Billion	343,700	205,300	549,000	*	355,600	*
All Levels	**204,400**	**98,100**	**302,500**	**119,500**	**214,200**	**126,800**

Table 80

CHIEF OPERATING OFFICER

Companies reporting: 126

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 45

$10-25 Million	$ 65,600	$ 42,000	$107,600	*	$ 71,000	*
$25-50	78,200	15,300	93,500	*	84,000	*
$50-100	100,000	38,600	138,600	$75,800	109,700	$80,800
$100-200	120,800	32,800	153,600	*	130,700	*
$200-500	122,500	44,600	167,100	118,300	134,000	121,700
$500-1 Billion	161,000	50,300	211,300	165,300	172,700	169,000
$1-2	197,900	103,300	301,200	*	216,600	*
Over $2 Billion	260,400	145,100	405,500	*	275,500	*
All Levels	**164,400**	**74,200**	**238,600**	**131,300**	**177,000**	**137,900**

Table 81

TOP FINANCIAL OFFICER

Companies reporting: 208

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 41

$10-25 Million	$ 45,600	$21,000	$ 66,600	*	$ 48,500	*
$25-50	56,900	10,700	67,600	$48,200	62,200	$50,400
$50-100	59,300	19,600	78,900	56,500	61,100	59,900
$100-200	72,600	20,400	93,000	59,800	78,200	65,300
$200-500	76,300	25,900	102,200	75,600	81,900	80,200
$500-1 Billion	111,500	32,200	143,700	71,800	115,600	76,200
$1-2	129,200	52,200	181,400	*	138,500	*
Over $2 Billion	156,700	88,800	245,500	*	163,100	*
All Levels	**101,600**	**41,600**	**143,200**	**64,000**	**107,400**	**68,000**

†Annual rate as of January 31, 1981 *Insufficient data

Table 82
TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$57,500	$22,000	$ 79,500	*	$62,300	*
$25-50	67,300	11,100	78,400	*	71,100	*
$50-100	64,300	21,000	85,300	*	64,800	*
$100-200	63,000	30,400	93,400	*	68,200	*
$200-500	74,800	21,700	96,500	$89,300	79,000	$92,000
$500-1 Billion	102,600	36,400	139,000	70,500	110,800	70,500
$1-2	103,100	27,000	130,100	*	111,200	*
Over $2 Billion	132,400	52,800	185,200	*	140,500	*
All Levels	**84,200**	**26,200**	**110,400**	**78,900**	**89,500**	**80,400**

Companies reporting: 114
Percentage paying bonus: 87
Average bonus as a percentage of base salary: 31

Table 83
TOP SALES EXECUTIVE

$10-25 Million	$ 54,400	$23,900	$ 78,300	*	$ 58,400	*
$25-50	58,000	11,700	69,700	*	61,800	*
$50-100	57,800	9,800	67,000	*	58,000	*
$100-200	58,700	14,800	73,500	*	62,800	*
$200-500	63,200	15,800	79,000	$80,600	67,300	$85,000
$500-1 Billion	67,100	23,200	90,300	*	75,700	*
$1-2	87,300	22,300	109,600	*	91,500	*
Over $2 Billion	123,000	38,100	161,100	*	129,100	*
All Levels	**71,000**	**25,400**	**96,400**	**62,700**	**75,100**	**65,200**

Companies reporting: 84
Percentage paying bonus: 86
Average bonus as a percentage of base salary: 36

Table 84
TOP MANUFACTURING EXECUTIVE

$10-25 Million	$ 48,200	$17,000	$ 65,200	*	$ 51,400	*
$25-50	53,200	10,000	63,200	$48,800	56,100	$51,100
$50-100	60,700	21,400	82,100	*	62,800	*
$100-200	64,700	15,300	80,000	*	68,800	*
$200-500	76,100	19,900	96,000	77,200	79,500	80,600
$500-1 Billion	93,400	72,600	166,000	75,800	102,100	76,600
$1-2	97,100	34,100	131,200	*	102,400	*
Over $2 Billion	114,800	92,700	207,500	*	119,300	*
All Levels	**76,600**	**34,400**	**111,000**	**74,300**	**80,900**	**78,100**

Companies reporting: 131
Percentage paying bonus: 84
Average bonus as a percentage of base salary: 45

†Annual rate as of January 31, 1981 **Insufficient data*

Table 85

TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$25-50 Million	$ 35,600	$ 6,600	$ 42,200	*	$ 36,300	*
$50-100	45,100	9,100	54,200	*	47,000	*
$100-200	47,500	10,300	57,800	$53,800	50,100	$54,100
$200-500	53,000	12,200	65,200	58,100	55,400	60,700
$500-1 Billion	76,600	18,600	95,200	60,700	81,000	61,800
$1-2	76,500	24,700	101,200	63,700	81,300	66,900
Over $2 Billion	109,300	42,500	151,800	*	112,500	*
All Levels	**74,500**	**23,200**	**97,700**	**54,600**	**77,900**	**56,500**

Companies reporting: 169

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 31

Table 86

TOP STRATEGIC PLANNING EXECUTIVE

$50-100 Million	$ 54,100	$ 8,000	$ 62,100	*	$ 57,000	*
$100-200	64,800	10,500	75,300	*	70,500	*
$200-500	66,900	17,100	84,000	*	71,100	*
$500-1 Billion	69,100	16,500	85,600	*	70,500	*
$1-2	76,900	22,900	99,800	$50,200	81,700	$55,200
Over $2 Billion	110,800	44,500	155,300	*	116,000	*
All Levels	**83,000**	**26,300**	**109,300**	**47,500**	**87,200**	**51,200**

Companies reporting: 88

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 32

Table 87

TOP LEGAL EXECUTIVE

Under $50 Million	$ 55,000	$15,900	$ 70,900	*	$ 63,700	*
$50-100	*	*	*	*	*	*
$100-200	61,200	15,100	76,300	*	62,300	*
$200-500	62,900	16,500	79,400	$73,000	67,000	$73,700
$500-1 Billion	84,100	21,900	106,000	68,100	87,400	68,900
$1-2	97,100	57,000	154,100	*	103,600	*
Over $2 Billion	139,200	59,700	198,900	*	144,200	*
All Levels	**98,900**	**40,100**	**139,000**	**71,000**	**103,800**	**75,700**

Companies reporting: 135

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 41

†Annual rate as of January 31, 1981 **Insufficient data*

Table 88

TOP INTERNATIONAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$50-100 Million	$ 58,500	$ 6,500	$ 67,000	*	$ 58,500	*
$100-200	76,000	14,600	90,600	*	82,300	*
$200-500	76,300	18,600	94,900	*	81,300	*
$500-1 Billion	116,200	26,700	142,900	*	119,200	*
$1-2	103,200	31,700	134,900	*	103,500	*
Over $2 Billion	167,200	84,200	251,400	*	173,900	*
All Levels	**111,300**	**42,600**	**153,900**	**$72,500**	**116,500**	**$75,800**

Companies reporting: 67

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 38

Table 89

CONTROLLER

$10-25 Million	$32,000	$ 5,700	$ 37,700	*	$33,300	*
$25-50	34,800	2,800	37,600	$30,200	37,000	$30,700
$50-100	38,600	6,600	45,200	40,000	41,100	42,800
$100-200	47,400	7,800	55,200	*	50,900	*
$200-500	49,000	10,100	59,100	49,400	52,300	52,100
$500-1 Billion	69,400	16,900	86,300	59,300	71,400	59,300
$1-2	73,800	22,300	96,100	50,700	75,300	53,200
Over $2 Billion	94,800	32,800	127,600	*	98,800	*
All Levels	**66,200**	**18,000**	**84,200**	**47,000**	**69,000**	**48,900**

Companies reporting: 178

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 27

Table 90

TREASURER

$25-50 Million	$32,600	$ 3,600	$ 36,200	*	$ 34,300	*
$50-100	*	*	*	*	*	*
$100-200	46,800	10,700	57,500	*	48,800	*
$200-500	48,900	13,100	62,000	$52,800	52,600	$55,600
$500-1 Billion	60,800	14,800	75,600	52,800	64,000	52,800
$1-2	71,500	20,700	92,200	*	74,900	*
Over $2 Billion	98,300	36,600	134,900	*	102,100	*
All Levels	**70,400**	**22,700**	**93,100**	**52,000**	**73,800**	**53,700**

Companies reporting: 125

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 32

Table 91

TOP FINANCIAL RELATIONS EXECUTIVE

$200-500 Million	$52,800	$15,900	$68,700	*	$58,800	*
$500-1 Billion	48,800	9,100	57,900	$38,800	50,000	$38,800
$1-2	60,300	14,400	74,700	40,800	63,900	40,800
Over $2 Billion	72,000	20,000	92,000	*	73,800	*
All Levels	**65,700**	**17,500**	**83,200**	**42,500**	**68,100**	**43,300**

Companies reporting: 55

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 27

†Annual rate as of January 31, 1981 **Insufficient data*

Table 92

TOP GENERAL ACCOUNTING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$10-25 Million	$27,500	$3,100	$30,600	*	$28,500	*
$25-50	*	*	*	*	*	*
$50-100	26,300	2,500	28,800	$24,700	27,000	$28,100
$100-200	35,800	4,300	40,100	32,800	38,100	33,500
$200-500	35,600	5,800	41,500	*	37,900	*
$500-1 Billion	45,300	5,900	51,100	38,200	48,000	38,200
$1-2	54,000	12,500	66,600	42,400	56,800	43,000
Over $2 Billion	65,800	16,200	82,000	*	67,400	*
All Levels	**49,200**	**9,900**	**59,100**	**36,600**	**51,300**	**37,900**

Companies reporting: 142

Percentage paying bonus: 72

Average bonus as a percentage of base salary: 20

Table 93

TOP TAX EXECUTIVE

$50-100 Million	$30,800	$ 3,700	$ 34,500	*	$31,500	*
$100-200	31,100	9,900	41,000	*	32,500	*
$200-500	35,000	5,600	40,600	$42,300	37,500	$43,700
$500-1 Billion	48,400	7,700	56,100	47,700	49,900	47,700
$1-2	58,000	13,600	71,600	44,100	60,100	44,800
Over $2 Billion	86,000	27,100	113,100	*	89,000	*
All Levels	**60,800**	**15,000**	**75,800**	**41,900**	**63,200**	**42,600**

Companies reporting: 139

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 25

Table 94

TOP FINANCIAL PLANNING EXECUTIVE

Under $100 Million	$30,300	$ 2,500	$ 32,800	*	$31,700	*
$100-200	*	*	*	*	*	*
$200-500	38,300	2,900	41,200	*	$40,300	*
$500-1 Billion	49,700	6,500	56,200	*	49,700	*
$1-2	50,700	11,000	61,700	*	55,600	*
Over $2 Billion	82,600	22,900	105,500	*	82,600	*
All Levels	**54,900**	**11,100**	**66,000**	**$38,700**	**56,300**	**$40,600**

Companies reporting: 45

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 20

†Annual rate as of January 31, 1981 **Insufficient data*

Table 95

TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

Companies reporting: 161

Percentage paying bonus: 74

Average bonus as a percentage of base salary: 24

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$10-25 Million	*	*	*	$27,500	*	$28,500
$25-50	$29,700	$ 1,300	$ 31,000	26,200	$31,000	27,200
$50-100	33,500	10,800	44,300	[illegible]900	34,600	33,300
$100-200	42,900	6,800	49,700	[illegible]00	46,300	43,300
$200-500	44,900	8,800	53,700	44,300	47,200	44,700
$500-1 Billion	51,600	10,400	62,000	5[illegible]00	53,200	59,000
$1-2	58,300	12,700	71,000	54,300	60,400	54,900
Over $2 Billion	78,900	21,800	100,700	*	80,800	*
All Levels	**56,200**	**13,700**	**69,900**	**42,700**	**58,300**	**44,300**

Table 96

TOP BUDGET EXECUTIVE

Companies reporting: 66

Percentage paying bonus: 68

Average bonus as a percentage of base salary: 17

Under $100 Million	$32,700	$ 3,200	$35,900	*	$35,100	*
$100-200	33,900	3,700	37,600	*	37,500	*
$200-500	33,400	4,900	38,300	$39,100	35,800	$39,700
$500-1 Billion	49,000	6,000	55,000	37,100	50,600	38,300
$1-2	52,300	13,200	65,500	36,500	53,200	38,700
Over $2 Billion	65,400	13,900	79,300	*	61,300	*
All Levels	**46,700**	**8,100**	**54,800**	**35,900**	**47,100**	**37,600**

Table 97

TOP INTERNAL AUDIT EXECUTIVE

Companies reporting: 142

Percentage paying bonus: 72

Average bonus as a percentage of base salary: 20

$50-100 Million	*	*	*	$32,200	*	$33,800
$100-200	$31,800	$ 3,400	$35,200	35,500	$31,800	37,700
$200-500	37,000	3,000	40,000	33,700	37,000	34,700
$500-1 Billion	43,800	5,300	49,100	46,400	45,200	47,900
$1-2	48,000	7,400	55,400	46,800	49,700	47,300
Over $2 Billion	68,100	18,100	86,200	*	69,500	*
All Levels	**51,600**	**10,300**	**61,900**	**39,500**	**53,200**	**40,600**

†Annual rate as of January 31, 1981 **Insufficient data*

Table 98

TOP CREDIT AND COLLECTION EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-50 Million	$26,500	$ 1,700	$26,200	$24,000	$31,900	$24,800
$50-100	30,100	3,800	33,900	24,000	31,900	25,200
$100-200	37,500	3,600	41,100	28,500	40,300	28,900
$200-500	34,700	5,800	40,500	38,600	37,000	39,800
$500-1 Billion	44,400	6,500	50,900	36,400	45,300	37,800
$1-2	44,900	5,500	50,400	42,400	46,700	43,600
Over $2 Billion	59,000	12,000	71,000	44,700	59,300	49,200
All Levels	**43,400**	**6,800**	**50,200**	**34,900**	**45,000**	**36,000**

Companies reporting: 117

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 16

Table 99

CORPORATE RISK MANAGEMENT EXECUTIVE

$100-200 Million	$36,300	$ 2,900	$39,200	*	$39,500	*
$200-500	37,500	6,300	43,800	$34,200	41,100	$34,900
$500-1 Billion	42,200	3,900	46,000	40,400	43,300	42,300
$1-2	43,600	8,200	51,900	43,200	45,600	43,900
Over $2 Billion	59,200	13,300	72,500	42,800	60,600	45,000
All Levels	**49,100**	**9,500**	**58,600**	**39,100**	**51,000**	**40,300**

Companies reporting: 105

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 19

Table 100

CASH MANAGEMENT EXECUTIVE

$200-500 Million	$33,000	$ 1,800	$34,800	$26,900	$35,400	$27,700
$500-1 Billion	37,500	6,300	43,800	31,100	41,100	31,900
$1-2	45,300	9,300	54,600	42,900	46,400	44,200
Over $2 Billion	58,400	13,400	71,800	43,300	59,600	41,900
All Levels	**48,300**	**9,600**	**57,900**	**34,200**	**49,500**	**36,000**

Companies reporting: 83

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 20

†Annual rate as of January 31, 1981 **Insufficient data*

Nonmanufacturing Group

Table 101

CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$ 83,200	$ 24,600	$107,800	$92,900	$ 88,300	$ 98,100
$25-50	110,600	45,400	156,000	91,300	119,700	96,700
$50-100	102,700	54,500	157,200	131,300	115,100	151,000
$100-200	141,300	52,500	193,800	125,300	148,000	141,200
$200-500	166,200	65,500	231,700	145,100	177,400	150,300
$500-1 Billion	221,400	98,300	319,700	177,500	236,500	189,900
$1-2	224,400	130,700	355,100	235,100	247,700	241,400
Over $2 Billion	293,300	138,000	431,300	249,200	303,700	258,000
All Levels	**166,200**	**74,700**	**240,900**	**155,700**	**177,800**	**165,500**

Companies reporting: 322

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 47

Table 102

CHIEF OPERATING OFFICER

$10-25 Million	$ 67,000	$ 25,400	$ 92,400	$ 62,400	$ 70,600	$ 70,900
$25-50	78,400	34,400	112,800	67,700	84,800	67,900
$50-100	78,000	35,700	113,700	74,800	89,200	89,100
$100-200	110,500	42,800	153,300	92,800	116,500	99,700
$200-500	129,700	47,000	176,700	107,900	136,900	111,300
$500-1 Billion	161,200	69,000	230,200	153,300	172,300	162,700
$1-2	186,600	83,800	270,400	157,700	203,600	168,600
Over $2 Billion	207,100	104,300	311,400	210,500	219,900	225,100
All Levels	**127,400**	**53,800**	**181,200**	**119,200**	**136,600**	**128,500**

Companies reporting: 210

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 41

Table 103

TOP FINANCIAL OFFICER

$10-25 Million	$ 44,000	$14,000	$ 58,000	$ 53,100	$ 46,800	$ 56,500
$25-50	57,200	21,700	78,900	55,100	62,900	56,400
$50-100	61,700	22,800	84,500	53,700	68,600	59,500
$100-200	73,700	22,800	96,500	70,500	77,100	76,100
$200-500	83,300	30,400	113,700	77,300	89,600	77,300
$500-1 Billion	98,400	38,000	136,400	93,000	104,400	97,200
$1-2	108,500	46,700	155,200	117,900	121,100	125,700
Over $2 Billion	156,100	58,500	214,600	108,700	166,500	112,900
All Levels	**84,400**	**31,200**	**115,600**	**78,600**	**90,900**	**82,300**

Companies reporting: 305

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 37

†Annual rate as of January 31, 1981

Table 104

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$10-25 Million	$47,800	$20,500	$ 68,300	*	$ 53,000	*
$25-50	55,800	23,100	78,900	$45,800	61,400	$47,800
$50-100	57,700	20,900	78,600	57,200	62,700	62,700
$100-200	68,800	17,200	86,000	54,100	72,700	59,100
$200-500	75,700	22,100	97,800	63,600	79,000	66,200
$500-1 Billion	98,600	35,100	133,700	78,600	106,900	80,500
$1-2	91,200	46,200	137,400	89,400	105,000	93,700
Over $2 Billion	146,300	50,600	196,900	89,800	156,500	94,500
All Levels	**79,300**	**27,500**	**106,800**	**66,200**	**85,500**	**69,600**

Companies reporting: 183

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 35

Table 105

TOP SALES EXECUTIVE

$10-25 Million	$ 47,300	$15,300	$ 62,600	*	$ 52,800	*
$25-50	47,700	23,100	70,800	$52,000	50,300	$54,600
$50-100	53,000	14,500	67,500	*	54,900	*
$100-200	58,700	11,700	70,400	46,900	61,500	48,600
$200-500	70,800	17,800	88,600	46,800	72,500	52,200
$500-1 Billion	76,400	22,100	98,500	*	80,300	*
$1-2	71,500	14,200	85,700	*	76,000	*
Over $2 Billion	105,100	32,800	137,800	93,800	120,400	98,700
All Levels	**66,800**	**32,400**	**99,200**	**60,100**	**70,700**	**64,300**

Companies reporting: 97

Percentage paying bonus: 73

Average bonus as a percentage of base salary: 49

Table 106

TOP MANUFACTURING EXECUTIVE

$10-25 Million	$ 52,500	$14,800	$ 67,300	$51,000	$ 54,500	$ 54,100
$25-50	51,800	19,500	71,300	39,300	56,600	43,000
$50-100	55,300	17,700	73,000	*	58,100	*
$100-200	71,300	24,000	95,300	67,600	76,300	79,900
$200-500	87,500	25,000	112,500	58,900	90,600	62,400
$500-1 Billion	96,600	21,500	118,100	89,500	101,500	94,100
$1-2	116,500	32,300	148,800	97,400	122,700	103,800
Over $2 Billion	145,900	79,200	225,100	95,400	158,300	101,900
All Levels	**78,000**	**27,500**	**105,500**	**68,900**	**82,700**	**74,900**

Companies reporting: 108

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 35

† Annual rate as of January 31, 1981 **Insufficient data*

Table 107

TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-25 Million	$ 58,400	$ 1,400	$ 59,800	*	$ 59,000	*
$25-50	33,700	5,500	39,200	$32,000	36,200	$34,500
$50-100	33,600	5,600	39,200	37,900	35,100	38,500
$100-200	50,300	13,400	63,700	41,800	52,300	42,600
$200-500	55,200	13,400	68,600	51,300	58,600	53,100
$500-1 Billion	63,900	18,700	82,600	58,300	67,100	61,200
$1-2	72,700	18,700	91,400	67,400	79,200	70,800
Over $2 Billion	113,600	78,900	192,500	80,200	120,200	84,500
All Levels	**62,900**	**22,200**	**85,100**	**54,500**	**66,700**	**56,900**

Companies reporting: 211

Percentage paying bonus: 60

Average bonus as a percentage of base salary: 35

Table 108

TOP STRATEGIC PLANNING EXECUTIVE

$10-50 Million	$ 51,800	$ 8,200	$ 60,000	*	$ 54,500	*
$50-100	*	*	*	*	*	*
$100-200	59,500	20,500	80,000	*	60,300	*
$200-500	62,900	16,400	79,300	$51,400	66,900	$58,900
$500-1 Billion	79,500	30,800	110,300	70,300	85,100	73,900
$1-2	81,200	28,000	109,200	92,800	86,700	96,300
Over $2 Billion	104,200	33,300	137,500	93,500	114,900	95,900
All Levels	**71,200**	**22,600**	**93,800**	**80,900**	**76,000**	**82,700**

Companies reporting: 92

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 32

Table 109

TOP LEGAL EXECUTIVE

$10-25 Million	$ 59,600	$11,100	$ 70,700	*	$61,900	*
$25-50	56,000	15,600	71,600	*	59,200	*
$50-100	49,400	11,700	61,100	*	51,000	*
$100-200	64,100	15,900	80,000	$62,300	67,800	$ 70,600
$200-500	70,500	17,200	87,700	66,700	75,600	67,800
$500-1 Billion	87,000	29,000	116,000	81,200	94,700	84,800
$1-2	86,900	36,900	123,800	89,700	97,600	94,900
Over $2 Billion	125,000	40,400	165,400	120,600	132,200	122,500
All Levels	**80,300**	**24,200**	**104,600**	**81,700**	**86,300**	**85,300**

Companies reporting: 177

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 30

†Annual rate as of January 31, 1981 **Insufficient data*

Table 110

TOP INTERNATIONAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-100 Million	$ 64,000	$18,300	$ 82,300	*	$ 69,300	*
$100-200	63,300	17,600	80,900	*	65,800	*
$200-500	63,900	27,700	91,600	$47,400	72,500	$49,600
$500-1 Billion	95,200	42,200	137,400	*	103,700	*
$1-2	95,000	32,100	127,100	*	101,800	*
Over $2 Billion	130,600	42,900	173,500	*	139,800	*
All Levels	**88,000**	**29,800**	**117,800**	**76,000**	**95,600**	**86,800**

Companies reporting: 51

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 34

Table 111

CONTROLLER

$10-25 Million	$29,900	$ 3,300	$ 33,200	$33,300	$32,100	$35,000
$25-50	34,900	8,100	43,000	37,900	38,000	39,900
$50-100	35,700	6,400	42,100	39,900	37,000	42,500
$100-200	51,100	11,300	62,400	42,900	54,300	48,000
$200-500	54,700	14,300	69,000	47,200	58,800	48,400
$500-1 Billion	62,200	16,800	79,000	58,000	66,000	60,100
$1-2	72,800	23,100	95,900	64,300	78,400	66,700
Over $2 Billion	88,500	24,900	113,400	82,800	93,500	89,400
All Levels	**56,800**	**14,800**	**71,600**	**52,400**	**60,500**	**55,200**

Companies reporting: 258

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 26

Table 112

TREASURER

$25-50 Million	$45,800	$11,700	$ 57,500	*	$ 48,500	*
$50-100	44,300	12,300	56,600	*	46,300	*
$100-200	44,800	8,800	53,600	$38,700	46,600	$42,200
$200-500	53,400	10,600	64,000	50,800	57,400	53,000
$500-1 Billion	66,300	20,700	87,000	54,300	71,400	57,300
$1-2	62,000	16,100	78,100	65,200	67,700	68,800
Over $2 Billion	81,700	20,400	102,100	76,400	86,000	83,400
All Levels	**60,700**	**15,200**	**75,900**	**56,700**	**64,900**	**60,100**

Companies reporting: 168

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 25

†Annual rate as of January 31, 1981 **Insufficient data*

Table 113

TOP FINANCIAL RELATIONS EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$48,800	$11,300	$60,100	$47,100	$51,700	$48,300
$500-1 Billion	52,500	7,400	59,900	52,600	56,300	56,000
$1-2	57,000	14,300	71,300	46,000	58,600	46,000
Over $2 Billion	58,000	16,300	74,300	53,500	63,000	55,500
All Levels	**53,100**	**12,800**	**65,900**	**48,900**	**56,700**	**50,500**

Companies reporting: 53
Percentage paying bonus: 60
Average bonus as a percentage of base salary: 24

Table 114

TOP GENERAL ACCOUNTING EXECUTIVE

$10-25 Million	$21,000	$ 3,500	$24,500	$21,900	$21,000	$22,500
$25-50	25,700	3,700	29,400	26,500	28,100	30,000
$50-100	23,200	1,200	24,400	28,400	23,200	29,100
$100-200	35,900	8,100	44,000	31,700	38,000	33,900
$200-500	38,900	6,100	45,000	37,000	41,700	38,500
$500-1 Billion	50,500	12,100	62,600	42,000	54,100	43,000
$1-2	46,200	11,500	57,700	48,900	51,000	51,300
Over $2 Billion	60,700	11,400	72,100	55,900	62,800	58,500
All Levels	**42,200**	**8,300**	**50,500**	**39,900**	**45,000**	**41,600**

Companies reporting: 170
Percentage paying bonus: 49
Average bonus as a percentage of base salary: 20

Table 115

TOP TAX EXECUTIVE

$25-100 Million	$39,200	$ 5,800	$ 45,000	$36,600	$40,800	$38,000
$100-200	37,600	9,600	47,200	34,200	38,300	35,500
$200-500	40,700	7,400	48,100	36,600	42,000	38,200
$500-1 Billion	56,200	12,300	68,500	41,900	59,000	43,100
$1-2	52,400	12,700	65,100	50,000	59,000	51,800
Over $2 Billion	82,000	18,400	100,400	56,400	82,900	59,300
All Levels	**53,200**	**11,600**	**64,800**	**43,700**	**55,600**	**45,400**

Companies reporting: 152
Percentage paying bonus: 49
Average bonus as a percentage of base salary: 22

Table 116

TOP FINANCIAL PLANNING EXECUTIVE

$25-50 Million	*	*	*	$34,000	*	$34,000
$50-100	*	*	*	*	*	*
$100-200	$43,800	$6,400	$50,200	*	$45,300	*
$200-500	*	*	*	41,200	*	41,900
$500-1 Billion	46,500	10,000	56,500	*	46,500	*
$1-2	58,900	12,400	71,300	43,400	64,500	47,200
Over $2 Billion	88,300	22,000	110,300	48,500	94,500	50,400
All Levels	**59,500**	**15,500**	**75,000**	**41,900**	**62,800**	**43,600**

Companies reporting: 56
Percentage paying bonus: 54
Average bonus as a percentage of base salary: 29

†Annual rate as of January 31, 1981 **Insufficient data*

Table 117

TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$10-25 Million	*	*	*	$32,800	*	$33,500
$25-50	$38,600	$ 6,800	$45,400	31,200	$41,600	33,700
$50-100	31,800	3,400	35,200	33,900	32,800	35,600
$100-200	46,600	9,300	55,900	35,300	48,500	36,300
$200-500	46,000	8,800	54,800	43,400	48,900	45,700
$500-1 Billion	54,900	13,100	68,000	50,200	58,000	51,300
$1-2	60,400	13,100	73,500	58,000	62,600	60,000
Over $2 Billion	78,000	27,200	105,200	70,300	82,800	71,500
All Levels	**51,000**	**11,600**	**62,600**	**46,700**	**53,700**	**48,400**

Companies reporting: 239

Percentage paying bonus: 50

Average bonus as a percentage of base salary: 23

Table 118

TOP BUDGET EXECUTIVE

$50-100 Million	*	*	*	$24,700	*	$25,900
$100-200	$38,300	$5,200	$43,500	30,400	$38,300	32,000
$200-500	39,600	4,900	44,500	34,900	40,600	36,100
$500-1 Billion	39,600	6,800	46,400	41,400	42,500	42,000
$1-2	43,400	9,900	53,300	42,600	48,100	46,600
Over $2 Billion	67,500	15,300	82,800	52,700	70,800	54,200
All Levels	**42,600**	**7,700**	**50,300**	**38,200**	**45,000**	**39,900**

Companies reporting: 102

Percentage paying bonus: 40

Average bonus as a percentage of base salary: 18

Table 119

TOP INTERNAL AUDIT EXECUTIVE

$50-100 Million	$31,300	$ 3,600	$34,900	$22,100	$35,000	$22,300
$100-200	37,400	7,100	44,500	31,200	37,400	32,200
$200-500	36,500	5,300	41,800	35,900	38,800	37,300
$500-1 Billion	43,400	9,200	52,600	41,200	46,600	43,700
$1-2	46,500	8,800	55,300	46,400	51,600	49,700
Over $2 Billion	60,400	15,000	75,400	52,800	63,600	54,000
All Levels	**43,700**	**8,500**	**52,200**	**40,000**	**46,500**	**41,900**

Companies reporting: 173

Percentage paying bonus: 43

Average bonus as a percentage of base salary: 19

†Annual rate as of January 31, 1981 **Insufficient data*

Table 120
TOP CREDIT AND COLLECTION EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$25-50 Million	*	*	*	$22,700	*	$24,200
$50-100	$28,400	$ 3,000	$31,400	22,700	$28,400	24,400
$100-200	35,200	9,300	44,500	28,900	37,000	31,100
$200-500	35,000	8,300	43,300	37,000	36,800	38,100
$500-1 Billion	*	*	*	39,300	*	41,200
$1-2	38,200	7,000	45,200	37,700	39,600	40,900
Over $2 Billion	72,500	10,600	83,100	46,800	72,300	47,300
All Levels	**41,200**	**7,700**	**48,800**	**33,700**	**42,200**	**35,300**

Companies reporting: 103
Percentage paying bonus: 43
Average bonus as a percentage of base salary: 19

Table 121
CORPORATE RISK MANAGEMENT EXECUTIVE

$25-100 Million	*	*	*	$31,000	*	$31,000
$100-200	*	*	*	32,400	*	33,300
$200-500	$40,600	$ 8,600	$49,200	35,100	$43,400	36,300
$500-1 Billion	45,400	6,500	51,900	39,900	47,000	41,400
$1-2	41,700	9,600	51,300	40,400	43,900	42,900
Over $2 Billion	55,400	13,900	69,300	47,800	57,000	48,700
All Levels	**44,200**	**9,400**	**53,600**	**39,000**	**46,300**	**40,400**

Companies reporting: 118
Percentage paying bonus: 39
Average bonus as a percentage of base salary: 21

Table 122
CASH MANAGEMENT EXECUTIVE

$25-100 Million	$25,000	$ 3,100	$28,100	$30,600	$26,900	$31,000
$100-200	29,000	8,400	37,400	28,000	30,100	28,600
$200-500	33,800	5,300	39,100	31,300	36,100	31,600
$500-1 Billion	37,800	5,400	43,200	37,500	40,500	38,600
$1-2	33,000	4,900	37,900	36,800	37,900	38,000
Over $2 Billion	51,200	11,400	62,600	49,300	53,000	51,900
All Levels	**35,600**	**6,200**	**41,800**	**37,800**	**38,100**	**39,200**

Companies reporting: 104
Percentage paying bonus: 39
Average bonus as a percentage of base salary: 17

†Annual rate as of January 31, 1981 **Insufficient data*

Financial Services Group

Table 123

CHIEF EXECUTIVE OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	$ 65,800	$ 23,600	$ 89,400	$ 62,000	$ 68,200	$ 65,500
$25-50	112,400	17,900	130,300	68,400	114,400	74,100
$50-100	101,600	36,300	137,900	85,500	113,800	91,400
$100-200	111,200	40,400	151,600	83,100	120,800	88,200
$200-500	123,600	30,300	153,900	100,100	133,800	109,000
$500-1 Billion	127,100	36,600	163,700	130,700	139,300	137,300
$1-2	141,800	32,900	174,700	167,000	156,100	178,300
$2-5	189,500	59,300	248,800	172,100	199,400	188,400
$5-10	240,900	108,100	349,000	266,900	273,000	273,600
Over $10 Billion	330,500	107,200	437,700	411,900	340,400	440,200
All Levels	**145,700**	**46,900**	**192,600**	**128,300**	**157,700**	**137,000**

Companies reporting: 346

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 31

Table 124

CHIEF OPERATING OFFICER

Under $25 Million	$ 59,100	$ 8,300	$ 67,400	$ 36,900	$ 61,300	$ 39,200
$25-50	107,400	17,600	125,000	47,600	108,900	52,100
$50-100	74,200	45,800	120,000	72,500	86,700	73,200
$100-200	71,800	43,600	115,400	57,200	89,000	60,000
$200-500	79,300	21,300	100,600	76,100	87,500	84,200
$500-1 Billion	93,500	17,700	111,200	90,900	103,900	94,300
$1-2	119,900	26,400	146,300	113,300	129,900	118,600
$2-5	136,900	40,800	177,700	124,000	149,800	140,000
$5-10	165,500	87,100	252,600	193,400	186,600	193,400
Over $10 Billion	251,700	85,600	337,300	219,700	268,900	220,900
All Levels	**110,200**	**36,000**	**148,200**	**91,700**	**120,200**	**95,700**

Companies reporting: 211

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 34

Table 125

TOP FINANCIAL OFFICER

Under $25 Million	$ 51,100	$ 4,600	$ 55,700	$ 36,100	$ 53,400	$ 39,400
$25-50	54,600	9,900	64,500	42,300	56,300	44,800
$50-100	54,100	10,000	64,100	53,300	56,500	54,300
$100-200	54,200	15,500	69,700	44,700	57,700	47,000
$200-500	59,200	12,300	71,500	47,800	65,300	51,300
$500-1 Billion	69,600	16,700	86,300	57,200	75,000	59,400
$1-2	74,200	14,700	88,900	70,900	79,700	76,900
$2-5	78,500	20,000	98,500	90,700	85,100	99,300
$5-10	87,500	39,200	126,700	93,900	97,500	101,400
Over $10 Billion	148,500	58,900	207,400	152,700	161,300	154,000
All Levels	**70,900**	**18,900**	**89,900**	**59,800**	**76,900**	**63,700**

Companies reporting: 298

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 27

†Annual rate as of January 31, 1981

Table 126

TOP MARKETING EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	$39,900	$ 8,000	$ 47,900	$36,000	$42,300	$39,200
$25-50	43,900	8,800	52,700	36,700	45,700	39,500
$50-100	52,200	10,200	62,400	*	61,700	*
$100-200	56,400	15,100	71,500	37,400	59,800	38,800
$200-500	47,300	9,000	56,300	45,500	51,500	48,500
$500-1 Billion	60,300	10,200	70,500	45,800	66,400	47,800
$1-2	62,700	8,900	71,600	62,100	67,600	65,300
$2-5	59,200	14,500	73,700	64,000	62,400	68,300
$5-10	68,600	15,300	83,900	66,500	73,100	68,000
Over $10 Billion	91,100	15,200	106,300	*	96,500	*
All Levels	**57,100**	**12,200**	**69,300**	**50,200**	**61,600**	**52,900**

Companies reporting: 229

Percentage paying bonus: 60

Average bonus as a percentage of base salary: 21

Table 127

TOP SALES EXECUTIVE

Under $25 Million	*	*	*	$38,800	*	$39,900
$25-50	*	*	*	37,300	*	39,000
$50-100	$47,700	$ 6,800	$54,500	42,700	$51,000	44,700
$100-200	57,000	10,500	67,500	60,400	63,000	66,500
$200-500	53,000	10,900	63,900	56,900	56,300	58,100
$500-1 Billion	62,300	11,100	73,400	64,700	67,500	68,300
$1-2	*	*	*	62,200	*	64,700
$2-5	69,300	16,700	86,000	*	73,300	*
$5-10	62,700	20,200	82,900	*	67,800	*
Over $10 Billion	*	*	*	*	*	*
All Levels	**55,900**	**15,000**	**70,900**	**56,900**	**59,900**	**60,400**

Companies reporting: 78

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 27

Table 128

TOP HUMAN RESOURCES EXECUTIVE

$50-100 Million	$ 34,200	$ 8,100	$ 42,300	$31,600	$ 41,600	$32,700
$100-200	37,000	6,000	43,000	28,300	38,700	30,500
$200-500	33,400	4,800	38,200	35,900	35,600	37,900
$500-1 Billion	39,700	7,600	47,300	37,700	42,800	39,800
$1-2	47,800	6,500	54,300	47,400	50,600	49,800
$2-5	52,500	3,800	61,300	49,800	55,500	55,100
$5-10	60,800	20,600	81,400	60,400	66,600	62,600
Over $10 Billion	104,100	32,000	136,100	92,400	106,300	92,600
All Levels	**49,900**	**11,500**	**61,400**	**43,600**	**53,000**	**46,100**

Companies reporting: 246

Percentage paying bonus: 52

Average bonus as a percentage of base salary: 23

†Annual rate as of January 31, 1981 **Insufficient data*

Table 129

TOP STRATEGIC PLANNING EXECUTIVE

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-200 Million	$52,400	$ 7,600	$60,000	*	$57,300	*
$200-500	56,100	3,900	65,000	$40,400	57,900	$ 42,600
$500-1 Billion	36,100	5,400	41,500	41,300	39,500	44,000
$1-2	54,100	11,900	66,000	86,400	58,900	89,200
$2-5	57,700	11,800	69,500	62,000	59,800	66,900
$5-10	59,700	20,400	78,300	48,600	64,000	51,500
Over $10 Billion	91,600	26,500	118,100	98,200	91,600	100,700
All Levels	**60,700**	**14,400**	**75,100**	**58,100**	**63,500**	**61,000**

Companies reporting: 92

Percentage paying bonus: 61

Average bonus as a percentage of base salary: 24

Table 130

TOP LEGAL EXECUTIVE

Under $25 Million	*	*	*	$ 23,300	*	$ 24,000
$25-50	*	*	*	67,700	*	74,800
$50-100	$ 44,800	$ 4,100	$ 48,900	38,700	$ 48,300	38,700
$100-200	57,700	26,300	84,000	51,100	61,900	53,300
$200-500	52,700	10,200	62,900	48,800	56,100	51,500
$500-1 Billion	58,100	15,400	73,500	54,000	62,800	57,200
$1-2	62,200	9,400	71,600	58,200	69,800	62,100
$2-5	69,900	14,500	84,300	68,300	70,500	73,800
$5-10	75,000	34,800	109,800	76,700	81,500	79,900
Over $10 Billion	118,400	32,400	150,800	150,100	122,100	151,200
All Levels	**68,600**	**18,000**	**86,600**	**60,300**	**72,000**	**63,500**

Companies reporting: 198

Percentage paying bonus: 57

Average bonus as a percentage of base salary: 26

Table 131

TOP INTERNATIONAL EXECUTIVE

$1-2 Billion	*	*	*	$42,800	*	$43,400
$2-5	$ 62,100	$14,200	$ 76,300	66,900	$ 65,700	72,400
$5-10	70,500	19,300	89,800	73,600	80,100	73,600
Over $10 Billion	109,900	26,300	136,200	*	113,200	*
All Levels	**71,800**	**17,600**	**89,400**	**58,300**	**76,400**	**60,200**

Companies reporting: 52

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 25

*†Annual rate as of January 31, 1981 *Insufficient data*

Table 132
CONTROLLER

ASSETS	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	*	*	*	$27,500	*	$28,100
$25-50	$ 40,400	$ 5,800	$ 46,200	37,900	$ 41,600	38,700
$50-100	39,500	6,100	45,600	*	45,700	*
$100-200	39,400	13,800	53,200	34,600	40,900	36,200
$200-500	43,200	8,100	51,300	34,200	45,400	36,500
$500-1 Billion	41,500	7,700	49,200	44,800	44,900	47,600
$1-2	47,900	6,400	54,300	44,000	51,300	46,300
$2-5	54,800	10,200	65,000	59,000	57,500	61,800
$5-10	57,600	22,200	79,800	63,000	63,400	64,500
Over $10 Billion	102,000	22,800	124,800	87,500	102,000	89,100
All Levels	**50,300**	**11,300**	**61,600**	**46,900**	**53,200**	**49,100**

Companies reporting: 208

Percentage paying bonus: 54

Average bonus as a percentage of base salary: 22

Table 133
TREASURER

Under $25 Million	$27,000	$ 2,500	$ 29,500	*	$30,300	*
$25-50	43,600	4,800	48,400	*	45,300	*
$50-100	42,400	6,200	48,600	*	43,000	*
$100-200	42,200	10,100	52,300	$35,000	42,800	$37,300
$200-500	46,800	9,900	56,700	38,600	49,000	43,800
$500-1 Billion	45,400	7,000	52,400	40,700	48,500	43,000
$1-2	54,900	8,700	63,600	52,600	58,800	54,100
$2-5	59,200	15,800	75,000	56,500	63,700	56,500
$5-10	65,700	24,200	89,900	52,200	69,400	53,900
Over $10 Billion	86,400	21,100	107,500	67,800	87,200	69,000
All Levels	**54,200**	**13,500**	**67,700**	**46,500**	**56,900**	**48,400**

Companies reporting: 109

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 25

Table 134
TOP FINANCIAL RELATIONS EXECUTIVE

Under $500 Million	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	$46,600	*	$48,800
$2-5	$55,300	$7,800	$63,100	52,400	$58,100	55,100
$5-10	*	*	*	38,000	*	38,000
Over $10 Billion	74,100	6,700	80,800	*	74,100	*
All Levels	**61,500**	**8,400**	**69,900**	**44,600**	**63,200**	**46,400**

Companies reporting: 36

Percentage paying bonus: 50

Average bonus as a percentage of base salary: 14

†Annual rate as of January 31, 1981 **Insufficient data*

Table 135

TOP GENERAL ACCOUNTING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	*	*	*	$20,900	*	$22,900
$25-50	*	*	*	*	*	*
$50-100	*	*	*	28,600	*	29,500
$100-200	$30,600	$ 3,200	$33,800	28,000	$32,300	30,000
$200-500	32,000	4,400	36,400	26,800	34,100	29,200
$500-1 Billion	44,900	5,700	50,600	31,700	46,900	33,200
$1-2	45,000	6,700	51,700	29,700	47,000	31,900
$2-5	35,900	4,500	40,400	39,400	38,800	41,100
$5-10	46,800	14,800	61,600	43,200	50,500	45,100
Over $10 Billion	66,700	11,800	78,800	55,100	70,800	56,700
All Levels	**40,000**	**8,300**	**48,300**	**35,800**	**42,400**	**37,600**

Companies reporting: 134

Percentage paying bonus: 38

Average bonus as a percentage of base salary: 21

Table 136

TOP TAX EXECUTIVE

$25-100 Million	$36,900	$ 5,100	$42,000	*	$36,900	*
$100-200	35,600	5,800	41,400	*	37,900	*
$200-500	36,300	8,700	45,000	*	38,700	*
$500-1 Billion	53,500	7,300	60,800	$38,600	54,700	$40,500
$1-2	45,700	5,600	51,400	34,700	46,900	35,700
$2-5	48,500	13,900	62,300	42,000	50,300	43,600
$5-10	60,500	19,200	79,700	45,700	63,700	48,000
Over $10 Billion	70,400	14,200	84,600	51,300	73,500	53,300
All Levels	**50,000**	**14,400**	**64,400**	**43,000**	**52,700**	**44,800**

Companies reporting: 103

Percentage paying bonus: 41

Average bonus as a percentage of base salary: 29

Table 137

TOP FINANCIAL PLANNING EXECUTIVE

$100-200 Million	$56,800	$ 7,600	$64,400	$36,800	$61,700	$40,400
$200-500	44,000	8,600	52,600	*	47,300	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	40,800	*	42,600
$2-5	42,700	7,200	49,900	46,100	49,600	49,200
$5-10	*	*	*	43,500	*	45,100
Over $10 Billion	*	*	*	61,800	*	64,300
All Levels	**51,800**	**10,000**	**61,800**	**47,600**	**55,300**	**50,200**

Companies reporting: 46

Percentage paying bonus: 41

Average bonus as a percentage of base salary: 19

†Annual rate as of January 31, 1981 **Insufficient data*

Table 138

TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	*	*	*	$29,400	*	$31,000
$25-50	*	*	*	36,500	*	39,200
$50-100	$3 .000	$ 4,300	$41,300	32,400	$ 43,000	33,600
$100-200	36,400	4,800	41,200	34,600	37,500	36,600
$200-500	40,500	6,400	46,900	41,300	42,900	44,300
$500-1 Billion	51,000	10,400	61,400	43,900	55,500	45,500
$1-2	52,800	7,400	60,200	54,500	57,700	57,700
$2-5	63,100	14,700	77,800	49,000	67,500	52,000
$5-10	63,800	12,200	76,000	57,400	70,500	61,900
Over $10 Billion	98,000	19,600	117,600	98,500	103,800	98,800
All Levels	**54,000**	**10,800**	**64,800**	**45,700**	**57,700**	**48,200**

Companies reporting: 239

Percentage paying bonus: 51

Average bonus as a percentage of base salary: 20

Table 139

TOP BUDGET EXECUTIVE

$100-200 Million	$35,500	$ 7,200	$42,700	*	$37,500	*
$200-500	*	*	*	$27,800	*	$29,800
$500-1 Billion	33,100	3,700	36,800	33,500	33,500	34,300
$1-2	31,800	2,600	34,400	33,400	33,400	35,300
$2-5	36,300	5,800	42,100	35,500	38,700	38,300
$5-10	44,600	4,600	49,200	37,600	52,600	37,600
Over $10 Billion	74,500	13,300	87,800	47,400	74,500	50,000
All Levels	**40,900**	**8,500**	**49,400**	**35,500**	**43,400**	**37,300**

Companies reporting: 66

Percentage paying bonus: 38

Average bonus as a percentage of base salary: 21

Table 140

TOP INTERNAL AUDIT EXECUTIVE

$50-100 Million	$32,600	$ 1,900	$34,500	*	$34,300	*
$100-200	28,600	3,200	31,800	$24,700	29,800	$26,000
$200-500	29,400	4,400	33,800	31,800	31,200	34,200
$500-1 Billion	31,900	5,900	37,800	33,300	32,000	34,600
$1-2	40,400	5,000	45,400	34,200	43,000	36,000
$2-5	47,200	7,000	54,200	44,500	49,600	47,000
$5-10	55,900	13,800	69,700	51,000	60,600	52,800
Over $10 Billion	74,400	15,900	90,300	60,800	76,100	62,200
All Levels	**42,100**	**8,200**	**50,300**	**36,600**	**44,200**	**38,500**

Companies reporting: 228

Percentage paying bonus: 45

Average bonus as a percentage of base salary: 20

†Annual rate as of January 31, 1981 **Insufficient data*

Table 141

TOP CREDIT AND COLLECTION EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	$29,600	$ 3,000	$32,600	$31,200	$31,900	$32,300
$200-500	20,400	1,600	22,000	23,200	22,400	32,000
$500-1 Billion	34,500	6,000	40,500	47,800	38,400	48,600
$1-2	53,100	11,800	64,900	32,300	60,600	36,300
$2-5	42,200	6,900	49,100	50,300	43,300	56,700
Over $5 Billion	72,500	15,000	87,500	*	78,000	*
All Levels	**43,900**	**12,200**	**56,100**	**37,700**	**47,200**	**41,900**

Companies reporting: 54
Percentage paying bonus: 52
Average bonus as a percentage of base salary: 28

Table 142

CORPORATE RISK MANAGEMENT EXECUTIVE

$50-100 Million	$23,200	$ 1,400	$24,600	*	$24,600	*
$100-200	39,300	5,100	44,400	*	41,500	*
$200-500	*	*	*	$32,000	*	$34,700
$500-1 Billion	40,300	10,300	50,000	*	42,000	*
$1-2	*	*	*	30,900	*	31,500
$2-5	44,300	11,500	55,800	36,100	45,000	37,800
$5-10	*	*	*	34,300	*	37,700
Over $10 Billion	56,800	8,800	65,600	43,700	*	45,200
All Levels	**41,700**	**11,100**	**52,800**	**36,200**	**43,200**	**38,100**

Companies reporting: 58
Percentage paying bonus: 31
Average bonus as a percentage of base salary: 27

Table 143

CASH MANAGEMENT EXECUTIVE

$100-200 Million	$26,600	$2,200	$28,800	*	$28,400	*
$200-500	33,300	1,300	34,600	$29,900	35,200	$34,500
$500-1 Billion	*	*	*	30,700	*	32,600
$1-2	*	*	*	32,500	*	33,500
$2-5	46,000	4,300	50,300	38,700	47,400	39,600
$5-10	*	*	*	43,500	*	45,800
Over $10 Billion	*	*	*	49,300	*	50,300
All Levels	**42,800**	**7,700**	**50,500**	**38,300**	**44,600**	**39,900**

Companies reporting: 55
Percentage paying bonus: 36
Average bonus as a percentage of base salary: 18

†Annual rate as of January 31, 1981 **Insufficient data*

Part VI

Industry Tables

for Chief Executive Officer and Top Executive Group

This section contains tables comparing average compensation levels in bonus- and nonbonus-paying companies of various sizes in the 24 industry groups covered in this report. The tables include data for the Chief Executive Officer and for each of the 11 top executive positions studied.

In some instances, there were too few companies in a sales or assets range to constitute a valid sampling. Thus no data are reported for that sales or assets range. The compensation data for companies in these ranges, however, are included in the "all levels" figures.

In a limited number of instances, data for a particular position were insufficient to provide a breakdown by size range. For these positions, no table is presented in the report.

In addition to the executive positions included here, we studied certain postions that are generic to each of the following industries: banking, insurance, and retail. The data for these positions are available from Arthur Young and Company upon request.

Banking: Commercial §

Table 144
CHIEF EXECUTIVE OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	$ 75,900	$16,300	$ 92,200	$ 76,900	$ 80,900	$ 82,500
$200-500	102,900	15,700	118,600	86,500	111,100	95,600
$500-1 Billion	96,100	24,700	120,800	128,500	104,200	133,800
$1-2	110,200	28,900	139,100	138,800	123,900	153,300
$2-5	184,400	43,800	228,200	*	189,600	*
$5-10	236,500	87,200	323,700	*	274,200	*
Over $10 Billion	253,600	97,900	351,500	*	275,100	*
All Levels	**139,200**	**38,200**	**177,700**	**104,000**	**151,500**	**112,400**

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 25

Table 145
CHIEF OPERATING OFFICER

Under $200 Million	$ 63,400	$17,500	$ 80,900	$56,200	$ 67,300	$59,300
$200-500	68,400	10,900	79,300	57,100	74,600	66,200
$500-1 Billion	75,500	17,400	92,900	*	86,600	*
$1-2	93,400	25,700	119,100	*	100,000	*
$2-5	151,100	41,100	192,200	*	158,900	*
$5-10	165,000	59,600	224,600	*	188,800	*
Over $10 Billion	223,000	90,200	313,200	*	250,000	*
All Levels	**107,200**	**31,100**	**138,300**	**69,300**	**117,100**	**73,600**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 26

Table 146
TOP FINANCIAL OFFICER

Under $200 Million	$ 38,300	$ 5,700	$ 44,000	$ 39,000	$ 40,600	$ 41,900
$200-500	39,400	4,300	43,700	40,600	43,700	45,200
$500-1 Billion	44,800	8,500	53,300	59,300	50,100	61,600
$1-2	66,400	14,900	81,300	54,700	71,700	61,000
$2-5	73,300	18,900	92,200	70,200	76,800	76,300
$5-10	79,000	24,300	103,300	106,300	90,600	117,700
Over $10 Billion	139,200	51,300	190,500	*	150,500	*
All Levels	**66,200**	**16,800**	**83,000**	**54,700**	**71,700**	**59,400**

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 22

§The following positions were omitted because of insufficient data: top sales executive, top manufacturing executive.
*†Annual rate as of January 31, 1981 *Insufficient data*

Table 147
TOP MARKETING EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	$28,500	$ 1,900	$30,400	$30,500	$31,100	$32,200
$200-500	28,900	3,200	32,100	31,100	31,600	33,100
$500-1 Billion	39,900	7,200	47,100	32,700	45,500	33,900
$1-2	57,200	10,600	67,800	38,800	60,500	40,500
$2-5	47,400	8,500	55,900	47,500	47,900	49,300
$5-10	67,100	16,300	83,400	74,300	72,000	76,300
Over $10 Billion	65,400	11,200	76,600	*	68,000	*
All Levels	**45,700**	**7,900**	**53,600**	**39,000**	**48,700**	**40,700**

Percentage paying bonus: 60

Average bonus as a percentage of base salary: 15

Table 148
TOP HUMAN RESOURCES EXECUTIVE

Under $200 Million	$ 26,500	$ 3,200	$ 29,700	$20,700	$ 28,800	$22,300
$200-500	26,400	2,900	29,300	35,000	28,800	38,000
$500-1 Billion	35,100	5,900	41,000	33,300	38,400	34,800
$1-2	47,500	8,800	56,300	43,900	50,700	46,100
$2-5	54,000	11,700	65,700	45,700	55,700	51,000
$5-10	61,400	13,800	75,200	59,700	66,400	64,000
Over $10 Billion	100,100	37,800	137,900	*	102,700	*
All Levels	**48,000**	**10,800**	**58,800**	**38,500**	**50,800**	**41,400**

Percentage paying bonus: 55

Average bonus as a percentage of base salary: 19

Table 149
TOP STRATEGIC PLANNING EXECUTIVE

$1-2 Billion	$51,900	$ 8,400	$ 60,300	*	$58,100	*
$2-5	52,100	14,700	66,800	$49,200	53,300	$50,700
$5-10	55,800	8,300	64,100	*	56,300	*
Over $10 Billion	89,600	22,300	111,900	*	89,600	*
All Levels	**59,700**	**12,800**	**72,500**	**44,400**	**62,900**	**46,700**

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 20

Table 150
TOP LEGAL EXECUTIVE

$200-500 Million	$ 47,700	$ 5,800	$ 53,500	*	$ 49,800	*
$500-1 Billion	*	*	*	*	*	*
$1-2	47,100	7,800	54,900	$37,800	51,300	$41,700
$2-5	59,600	10,500	70,100	60,300	61,600	67,000
$5-10	*	*	*	74,400	*	77,900
Over $10 Billion	107,200	32,500	139,700	*	109,000	*
All Levels	**64,200**	**15,000**	**79,200**	**57,000**	**67,000**	**60,400**

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 21

†Annual rate as of January 31, 1981 **Insufficient data*

Table 151
TOP INTERNATIONAL EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$1-2 Billion	*	*	*	$42,800	*	$43,400
$2-5	$ 63,100	$10,800	$ 73,900	52,600	$ 63,700	54,900
$5-10	67,300	16,500	83,800	68,900	78,300	68,900
Over $10 Billion	117,400	29,900	147,300	*	121,400	*
All Levels	**77,200**	**17,400**	**94,600**	**51,300**	**81,400**	**52,200**

Percentage paying bonus: 61

Average bonus as a percentage of base salary: 20

Table 152
CONTROLLER

Under $200 Million	$27,400	$ 2,300	$ 29,700	$26,200	$28,900	$28,200
$200-500	29,900	3,700	33,600	31,900	33,200	34,900
$500-1 Billion	24,300	4,800	29,100	39,000	28,300	41,600
$1-2	42,800	7,000	49,800	38,400	47,400	40,500
$2-5	58,400	14,800	73,200	49,400	58,400	51,700
$5-10	49,900	12,100	62,000	58,000	57,500	60,400
Over $10 Billion	84,800	27,400	112,200	*	84,800	*
All Levels	**44,500**	**9,500**	**54,000**	**40,900**	**47,400**	**43,200**

Percentage paying bonus: 48

Average bonus as a percentage of base salary: 18

Table 153
TREASURER

$2-5 Billion	$53,900	$13,100	$67,000	*	$53,900	*
$5-10	58,600	10,200	68,800	*	62,100	*
Over $10 Billion	*	*	*	*	*	*
All Levels	**60,600**	**15,100**	**75,700**	**$36,600**	**63,400**	**$37,400**

Percentage paying bonus: 59

Average bonus as a percentage of base salary: 21

†Annual rate as of January 31, 1981 **Insufficient data*

Banking: Thrift Institutions §

Table 154
CHIEF EXECUTIVE OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	*	*	*	$102,800	*	$115,800
$500-1 Billion	$ 97,100	$13,000	$110,100	118,700	$107,400	125,000
$1-2	162,800	32,200	195,000	117,500	174,500	126,300
Over $2 Billion	256,100	76,600	332,700	*	261,000	*
All Levels	**167,700**	**62,000**	**229,700**	**118,500**	**176,300**	**127,200**

Percentage paying bonus: 55

Average bonus as a percentage of base salary: 31

Table 155
CHIEF OPERATING OFFICER

Under $200 Million	$ 69,100	$24,100	$ 93,200	*	$ 72,200	*
$200-500	*	*	*	*	*	*
$500-1 Billion	62,800	4,700	67,500	$78,800	66,800	$81,100
$1-2	133,400	23,400	156,800	57,500	137,400	63,300
Over $2 Billion	133,700	33,300	167,000	*	144,400	*
All Levels	**113,700**	**47,700**	**161,400**	**74,100**	**120,400**	**77,200**

Percentage paying bonus: 56

Average bonus as a percentage of base salary: 29

Table 156
TOP FINANCIAL OFFICER

$500 Million-1 Billion	$50,800	$15,300	$66,100	$48,800	$54,700	$51,400
$1-2	67,400	13,100	80,500	47,200	72,500	54,100
Over $2 Billion	77,200	16,100	93,300	75,000	85,100	76,300
All Levels	**66,500**	**18,600**	**85,100**	**51,400**	**72,000**	**55,500**

Percentage paying bonus: 52

Average bonus as a percentage of base salary: 25

Table 157
TOP MARKETING EXECUTIVE

$500 Million-1 Billion	$45,700	$5,800	$51,500	$40,000	$50,300	$42,500
$1-2	38,500	5,900	44,300	*	45,700	*
Over $2 Billion	66,900	9,100	76,100	*	73,100	*
All Levels	**54,100**	**7,500**	**61,600**	**38,600**	**60,200**	**41,300**

Percentage paying bonus: 53

Average bonus as a percentage of base salary: 12

§The following positions were omitted because of insufficient data: top sales executive, top manufacturing executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 158
TOP HUMAN RESOURCES EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $200 Million	$40,200	$ 5,500	$45,700	*	$41,600	*
$200-500	*	*	*	$22,800	*	$25,500
$500-1 Billion	39,300	9,300	48,600	30,300	43,500	32,100
$1-2	41,600	1,400	43,000	35,500	45,900	38,200
Over $2 Billion	65,300	16,100	81,400	49,700	70,100	49,700
All Levels	**51,800**	**14,800**	**66,600**	**32,700**	**55,800**	**34,500**

Percentage paying bonus: 52

Average bonus as a percentage of base salary: 22

Table 159
TOP STRATEGIC PLANNING EXECUTIVE

Over $2 Billion	$62,600	$18,600	$91,200	*	$62,600	*
All Levels	**68,000**	**28,000**	**96,000**	*	**68,000**	*

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 32

Table 160
TOP LEGAL EXECUTIVE

$500 Million-1 Billion	*	*	*	$37,700	*	$39,500
$1-2	$44,700	$ 5,400	$50,100	*	$49,900	*
Over $2 Billion	72,200	15,000	87,200	66,900	75,700	68,200
All Levels	**63,600**	**22,900**	**86,500**	**53,700**	**67,000**	**56,700**

Percentage paying bonus: 55

Average bonus as a percentage of base salary: 31

Table 161
TOP INTERNATIONAL EXECUTIVE

Over $2 Billion	$70,900	$19,700	$90,600	*	$77,600	*
All Levels	**70,700**	**22,100**	**92,800**	*	**76,100**	*

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 30

Table 162
CONTROLLER

Under $200 Million	$34,700	$ 8,000	$42,700	*	$35,900	*
$200-500	*	*	*	$24,400	*	$26,900
$500-1 Billion	31,800	9,200	41,000	*	33,700	*
$1-2	45,700	6,500	52,200	*	50,100	*
Over $2 Billion	53,900	6,600	60,500	*	56,700	*
All Levels	**43,600**	**12,600**	**56,200**	**39,900**	**45,900**	**42,100**

Percentage paying bonus: 74

Average bonus as a percentage of base salary: 23

†Annual rate as of January 31, 1981 **Insufficient data*

Table 163
TREASURER

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $200 Million	$41,100	$38,400	$79,500	*	$41,600	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	*	*	*
Over $2 Billion	*	*	*	$50,400	*	$52,000
All Levels	**44,600**	**14,300**	**58,900**	**43,800**	**46,800**	**46,000**

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 27

Basic Materials

Table 164
CHIEF EXECUTIVE OFFICER

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$ 90,200	$ 17,800	$108,000	*	$ 96,600	*
$25-50	93,400	26,500	119,900	*	103,600	*
$50-100	110,100	51,600	161,700	*	112,900	*
$100-500	145,300	101,100	246,400	*	160,500	*
$500-1 Billion	216,300	96,000	312,300	*	216,300	*
Over $1 Billion	284,900	201,500	486,400	*	289,400	*
All Levels	**159,100**	**89,000**	**248,100**	**$167,700**	**165,900**	**$173,200**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 51

†Annual rate as of January 31, 1981 **Insufficient data*

Table 165
CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 51,900	$ 14,100	$ 66,000	*	$ 56,900	*
$25-50	76,300	27,200	103,500	*	78,300	*
$50-100	*	*	*	*	*	*
$100-500	118,400	78,500	196,900	*	133,500	*
$500-1 Billion	162,300	95,500	257,800	*	162,300	*
Over $1 Billion	213,800	110,400	324,200	*	222,100	*
All Levels	**132,800**	**79,500**	**212,300**	**$155,500**	**138,800**	**$164,400**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 59

Table 166
TOP FINANCIAL OFFICER

Under $25 Million	$ 43,900	$ 13,500	$ 57,400	*	$ 46,400	*
$25-50	60,600	14,400	75,000	*	65,700	*
$50-100	63,700	18,400	82,100	*	65,900	*
$100-500	77,400	28,100	105,500	*	84,400	*
$500-1 Billion	106,300	44,800	151,100	*	106,900	*
Over $1 Billion	142,600	85,200	227,800	*	146,800	*
All Levels	**84,800**	**35,600**	**120,400**	**$80,600**	**88,600**	**$84,000**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 37

Table 167
TOP MARKETING EXECUTIVE

Under $25 Million	$ 45,500	$10,600	$ 56,100	*	$ 48,500	*
$25-50	54,300	15,600	69,900	*	58,800	*
$50-100	53,500	14,300	67,800	*	54,800	*
$100-500	56,700	33,200	89,900	*	58,400	*
$500-1 Billion	68,100	16,500	84,600	*	70,600	*
Over $1 Billion	113,700	40,400	154,100	*	116,100	*
All Levels	**64,200**	**20,500**	**84,600**	**$54,700**	**66,800**	**$56,700**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 32

Table 168
TOP SALES EXECUTIVE

Under $25 Million	$37,900	$ 3,200	$41,100	$84,400	$41,200	$90,200
$25-50	48,400	16,400	64,800	*	50,800	*
$50-100	55,500	11,600	67,100	*	57,900	*
$100-500	*	*	*	*	*	*
$500-1 Billion	54,100	15,200	69,300	*	56,100	*
All Levels	**51,600**	**13,500**	**65,100**	**76,200**	**54,000**	**81,700**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 26

†Annual rate as of January 31, 1981 **Insufficient data*

Table 169

TOP MANUFACTURING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 44,600	$10,900	$ 55,500	$47,700	$ 46,100	$50,600
$25-50	52,600	8,600	61,200	*	59,100	*
$50-100	50,700	13,300	64,000	*	50,700	*
$100-500	71,800	35,700	107,500	*	78,800	*
$500-1 Billion	78,300	37,300	115,600	*	91,000	*
Over $1 Billion	110,200	51,000	161,200	*	114,200	*
All Levels	**65,000**	**25,400**	**90,400**	**56,100**	**69,900**	**57,800**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 38

Table 170

TOP HUMAN RESOURCES EXECUTIVE

Under $25 Million	$37,900	$ 7,900	$ 45,800	$32,200	$38,600	$35,200
$25-50	40,900	11,200	52,100	*	43,500	*
$50-100	*	*	*	*	*	*
$100-500	49,500	13,000	62,500	58,100	51,800	67,100
$500-1 Billion	69,900	37,200	107,100	*	71,000	*
Over $1 Billion	76,400	23,700	100,100	*	81,300	*
All Levels	**57,900**	**20,500**	**78,400**	**48,100**	**60,400**	**52,400**

Percentage paying bonus: 74

Average bonus as a percentage of base salary: 32

Table 171

TOP STRATEGIC PLANNING EXECUTIVE

$500-1 Billion	$70,500	$13,000	$ 83,500	*	$70,500	*
Over $1 Billion	74,800	38,100	112,900	*	80,900	*
All Levels	**65,100**	**21,400**	**86,500**	*	**67,700**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 29

Table 172

TOP LEGAL EXECUTIVE

$100-500 Million	$ 69,100	$33,300	$102,400	*	$ 73,000	*
$500-1 Billion	83,000	20,600	103,600	*	83,000	*
Over $1 Billion	120,400	64,700	185,100	*	124,100	*
All Levels	**89,800**	**39,600**	**129,400**	**$56,100**	**92,500**	**$59,500**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 41

Table 173

TOP INTERNATIONAL EXECUTIVE

$500-1 Billion	$82,000	$23,700	$105,700	*	$ 84,000	*
Over $1 Billion	98,800	57,000	155,800	*	104,700	*
All Levels	**88,100**	**38,800**	**126,900**	*	**92,100**	*

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 40

†Annual rate as of January 31, 1981 **Insufficient data*

Table 174
CONTROLLER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-50 Million	$41,100	$ 5,400	$ 46,500	*	$44,100	*
$50-100	45,800	12,800	58,600	*	47,400	*
$100-500	52,400	18,700	71,100	*	56,900	*
$500-1 Billion	65,000	20,600	85,600	*	65,400	*
Over $1 Billion	86,700	41,700	128,400	*	88,000	*
All Levels	**60,300**	**22,500**	**82,800**	**$65,900**	**62,600**	**$68,600**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 36

Table 175
TREASURER

$100-500 Million	$54,800	$25,600	$ 80,400	$62,700	$59,700	$64,300
$500-1 Billion	60,500	18,400	78,900	*	61,000	*
Over $1 Billion	79,800	37,200	116,900	*	80,500	*
All Levels	**64,900**	**26,200**	**91,100**	**55,600**	**66,800**	**56,700**

Percentage paying bonus: 77

Average bonus as a percentage of base salary: 39

Business Services §

Table 176
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$119,000	$ 30,000	$149,000	*	$131,700	*
$25-50	120,000	53,600	173,600	$111,200	122,500	$116,700
$100-500	166,600	58,600	225,200	136,600	174,700	140,400
Over $500 Million	296,500	116,100	412,600	*	317,300	*
All Levels	**169,700**	**73,300**	**243,000**	**123,800**	**180,000**	**127,700**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 50

§The following position was omitted because of insufficient data: top manufacturing executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 177
CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-100 Million	$ 87,500	$ 36,200	$123,700	*	$ 95,600	*
$100-500	113,300	35,500	148,800	*	113,300	*
Over $500 Million	198,300	104,600	302,900	*	216,000	*
All Levels	**125,900**	**58,300**	**184,300**	**$105,400**	**134,600**	**109,100**

Percentage paying bonus: 73

Average bonus as a percentage of base salary: 45

Table 178
TOP FINANCIAL OFFICER

$25-100 Million	$ 63,400	$24,600	$ 88,000	*	$ 69,400	*
$100-500	89,700	29,100	118,800	$63,800	92,200	$65,400
Over $500 Million	136,700	76,000	212,700	*	157,700	*
All Levels	**80,800**	**33,100**	**113,900**	**62,100**	**88,000**	**63,200**

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 38

Table 179
TOP MARKETING EXECUTIVE

$25-100 Million	$69,100	$29,700	$ 98,800	*	$73,200	*
$100-500	*	*	*	*	*	*
Over $500 Million	*	*	*	*	*	*
All Levels	**78,800**	**38,000**	**116,800**	**$59,600**	**84,700**	**$61,700**

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 49

Table 180
TOP SALES EXECUTIVE

$100-500 Million	$88,400	$27,100	$115,500	*	$90,900	*
All Levels	**71,400**	**29,800**	**101,200**	*	**74,400**	*

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 51

Table 181
TOP HUMAN RESOURCES EXECUTIVE

$25-100 Million	$42,300	$ 9,300	$51,600	*	$44,200	*
$100-500	59,200	8,000	67,200	$44,000	61,500	$44,000
Over $500 Million	71,700	21,600	93,300	*	77,000	*
All Levels	**55,500**	**18,200**	**73,700**	**43,600**	**59,100**	**44,600**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 32

†Annual rate as of January 31, 1981 *Insufficient data

Table 182

TOP STRATEGIC PLANNING EXECUTIVE

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 42

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Over $500 Million	$98,300	$70,700	$169,000	*	$115,700	*
All Levels	**77,200**	**35,700**	**112,900**	*	**83,800**	*

Table 183

TOP LEGAL EXECUTIVE

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 38

$100-500 Million	$ 64,500	$20,200	$ 84,700	*	$ 70,600	*
Over $500 Million	113,300	51,100	164,400	*	125,000	*
All Levels	**87,100**	**32,800**	**119,900**	*	**95,000**	*

Table 184

TOP INTERNATIONAL EXECUTIVE

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 32

$100-500 Million	$63,300	$20,900	$84,200	*	$66,700	*
All Levels	**73,400**	**24,500**	**97,900**	*	**77,400**	*

Table 185

CONTROLLER

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 30

Under $100 Million	$37,700	$ 7,400	$ 45,100	$39,100	$40,500	$40,400
$100-500	53,400	11,500	64,900	44,300	54,800	46,100
Over $500 Million	71,600	32,600	104,400	*	81,200	*
All Levels	**55,500**	**18,200**	**73,700**	**42,100**	**60,200**	**43,700**

Table 186

TREASURER

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 32

Over $500 Million	$65,000	$30,000	$95,000	*	$74,500	*
All Levels	**60,600**	**20,200**	**80,800**	*	**67,700**	*

†*Annual rate as of January 31, 1981* **Insufficient data*

Chemicals and Petroleum

Table 187
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 89,800	$ 49,300	$139,100	*	$100,000	*
$50-100	147,300	60,900	208,200	*	148,300	*
$100-200	*	*	*	*	*	*
$200-500	166,600	69,600	236,200	$190,700	175,700	$198,700
$500-1 Billion	234,800	80,300	315,100	*	238,600	*
$1-2	261,200	138,800	400,000	*	271,200	*
$2-5	340,900	190,100	530,900	*	357,300	*
Over $5 Billion	383,600	260,200	643,800	*	394,900	*
All Levels	**234,400**	**119,300**	**353,700**	**112,000**	**243,400**	**117,300**

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 49

Table 188
CHIEF OPERATING OFFICER

Under $50 Million	$ 71,600	$ 33,000	$104,600	*	$ 79,200	*
$50-100	*	*	*	*	*	*
$100-200	112,800	18,700	131,500	*	126,100	*
$200-500	135,200	48,300	183,500	*	139,200	*
$500-1 Billion	150,100	45,700	195,800	*	153,200	*
$1-2	212,900	103,300	316,200	*	231,400	*
$2-5	252,900	141,900	394,800	*	270,300	*
Over $5 Billion	304,500	191,800	496,300	*	321,800	*
All Levels	**186,800**	**89,700**	**276,500**	*	**199,600**	*

Percentage paying bonus: 96

Average bonus as a percentage of base salary: 44

Table 189
TOP FINANCIAL OFFICER

Under $50 Million	$ 50,500	$27,800	$ 78,300	*	$ 58,700	*
$50-100	60,700	17,800	78,500	*	63,300	*
$100-200	70,800	16,000	86,800	*	74,800	*
$200-500	80,600	24,500	105,100	$92,900	88,400	$97,200
$500-1 Billion	118,100	35,600	153,700	*	118,600	*
$1-2	142,100	56,200	198,300	*	148,000	*
$2-5	150,700	59,300	210,000	*	157,800	*
Over $5 Billion	169,200	90,300	259,500	*	177,200	*
All Levels	**118,400**	**47,100**	**165,500**	**66,800**	**123,900**	**69,400**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 38

†Annual rate as of January 31, 1981 **Insufficient data*

Table 190

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 63,600	$ 22,700	$ 86,300	*	$ 70,600	*
$50-100	78,000	27,000	105,000	*	80,700	*
$100-200	69,000	14,000	83,000	*	74,900	*
$200-500	83,800	32,500	116,300	$110,100	92,200	$114,800
$500-1 Billion	75,500	16,200	91,700	*	75,500	*
$1-2	98,600	24,500	123,100	*	104,500	*
$2-5	130,800	53,400	184,200	*	141,800	*
Over $5 Billion	149,000	58,400	207,400	*	153,300	*
All Levels	**91,300**	**28,700**	**120,000**	**86,000**	**95,900**	**88,800**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 31

Table 191

TOP SALES EXECUTIVE

Under $50 Million	$ 52,400	$ 7,700	$ 60,100	*	$ 58,600	*
$50-100	61,500	13,400	74,900	*	65,700	*
$100-200	60,400	7,300	67,700	*	64,500	*
$200-500	61,900	17,300	79,200	*	68,000	*
$500-1 Billion	*	*	*	*	*	*
$1-2	73,700	19,000	92,700	*	73,700	*
$2-5	*	*	*	*	*	*
Over $5 Billion	135,400	48,800	184,200	*	144,400	*
All Levels	**80,300**	**35,200**	**115,500**	*	**84,100**	*

Percentage paying bonus: 94

Average bonus as a percentage of base salary: 38

Table 192

TOP MANUFACTURING EXECUTIVE

Under $50 Million	$ 45,300	$ 14,900	$ 60,200	*	$ 49,100	*
$50-100	65,200	20,700	85,900	*	70,100	*
$100-200	64,600	7,600	72,200	*	72,500	*
$200-500	74,400	17,800	92,200	$84,900	77,300	$87,900
$500-1 Billion	79,000	14,600	93,600	*	80,700	*
$1-2	99,900	27,200	127,100	*	101,600	*
$2-5	129,000	41,400	170,400	*	132,500	*
Over $5 Billion	140,000	60,200	200,200	*	149,800	*
All Levels	**84,100**	**39,000**	**123,100**	**69,700**	**87,400**	**72,100**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 43

†*Annual rate as of January 31, 1981* **Insufficient data*

Table 193

TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$50-100 Million	$ 51,200	$ 7,100	$ 58,300	*	$ 52,000	*
$100-200	*	*	*	*	*	*
$200-500	57,900	11,000	68,800	$70,200	60,100	$73,200
$500-1 Billion	79,800	20,100	99,900	*	81,200	*
$1-2	79,300	23,000	102,300	*	82,800	*
$2-5	105,200	33,200	138,400	*	108,900	*
Over $5 Billion	122,700	55,400	178,100	*	128,600	*
All Levels	**89,300**	**28,700**	**118,000**	**62,200**	**92,600**	**65,700**

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 29

Table 194

TOP STRATEGIC PLANNING EXECUTIVE

$50-100 Million	$ 59,400	$ 6,700	$ 66,100	*	$ 61,800	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
$500-1 Billion	63,000	18,200	81,200	*	63,000	*
$1-2	71,200	17,500	88,700	*	71,200	*
$2-5	117,600	38,200	155,800	*	125,200	*
Over $5 Billion	118,600	55,400	174,000	*	124,700	*
All Levels	**89,500**	**30,000**	**119,500**	*	**93,400**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 29

Table 195

TOP LEGAL EXECUTIVE

$100-200 Million	$ 59,100	$ 10,600	$ 69,700	*	$ 62,300	*
$200-500	75,300	20,300	95,600	$91,500	78,300	$95,900
$500-1 Billion	91,400	28,300	119,700	*	93,600	*
$1-2	108,400	38,400	146,800	*	114,300	*
$2-5	130,800	47,800	178,600	*	137,600	*
Over $5 Billion	163,700	86,600	250,300	*	172,800	*
All Levels	**113,400**	**43,400**	**156,800**	**91,500**	**118,700**	**95,900**

Percentage paying bonus: 94

Average bonus as a percentage of base salary: 35

†Annual rate as of January 31, 1981 *Insufficient data

Table 196
TOP INTERNATIONAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	$ 69,000	$ 22,200	$ 91,200	*	$ 74,700	*
$200-500	79,700	20,300	100,000	*	85,700	*
$500-1 Billion	123,700	29,100	152,800	*	125,700	*
$1-2	121,500	39,600	161,100	*	125,700	*
$2-5	154,900	72,000	226,900	*	157,100	*
Over $5 Billion	162,700	97,500	260,200	*	177,200	*
All Levels	**119,800**	**49,800**	**169,600**	*	**124,900**	*

Percentage paying bonus: 97

Average bonus as a percentage of base salary: 39

Table 197
CONTROLLER

Under $50 Million	$ 31,400	$ 6,300	$ 37,700	*	$ 34,200	*
$50-100	44,300	7,800	52,100	*	46,800	*
$100-200	45,100	4,600	49,700	*	50,100	*
$200-500	50,900	8,200	59,100	*	53,400	*
$500-1 Billion	68,200	16,900	85,100	*	68,800	*
$1-2	74,400	19,700	94,100	*	75,900	*
$2-5	93,800	27,100	120,900	*	98,400	*
Over $5 Billion	109,400	45,300	154,700	*	115,900	*
All Levels	**73,800**	**21,000**	**94,800**	**$47,800**	**77,100**	**$47,800**

Percentage paying bonus: 94

Average bonus as a percentage of base salary: 26

Table 198
TREASURER

$200-500 Million	$ 48,000	$ 9,000	$ 57,000	*	$ 52,700	*
$500-1 Billion	58,800	15,300	74,100	*	58,800	*
$1-2	72,800	22,300	95,100	*	73,900	*
$2-5	97,900	35,000	132,900	*	103,100	*
Over $5 Billion	106,900	41,900	148,800	*	112,500	*
All Levels	**79,000**	**26,300**	**105,300**	*	**82,400**	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 32

†Annual rate as of January 31, 1981 **Insufficient data*

Construction and Contracting §

Table 199
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 53,700	$ 32,600	$ 86,300	*	$ 56,700	*
$25-50	*	*	*	*	*	*
$50-100	76,500	60,800	137,300	*	82,400	*
$100-200	114,700	68,100	182,800	*	121,200	*
$200-500	155,500	94,500	250,000	*	169,800	*
Over $500 Million	182,600	74,200	256,800	*	201,600	*
All Levels	**116,200**	**65,600**	**181,800**	**$152,600**	**125,700**	**$156,200**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 74

Table 200
CHIEF OPERATING OFFICER

Under $25 Million	$ 59,900	$17,700	$ 77,500	*	$ 62,400	*
$25-50	73,000	22,500	95,500	*	77,300	*
$50-100	69,100	45,500	114,600	*	76,700	*
$100-200	84,100	40,300	124,400	*	90,500	*
$200-500	*	*	*	*	*	*
Over $500 Million	153,700	50,100	203,700	*	173,300	*
All Levels	**87,700**	**46,400**	**134,100**	*	**95,300**	*

Percentage paying bonus: 91

Average bonus as a percentage of base salary: 65

Table 201
TOP FINANCIAL OFFICER

Under $25 Million	$48,500	$23,000	$ 71,500	*	$ 52,200	*
$25-50	*	*	*	*	*	*
$50-100	54,500	22,000	76,500	*	68,700	*
$100-200	*	*	*	*	*	*
$200-500	71,800	25,800	97,600	*	75,800	*
Over $500 Million	91,500	47,300	138,800	*	100,200	*
All Levels	**61,900**	**31,100**	**93,000**	**$48,500**	**69,500**	**$53,500**

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 55

§The following positions were omitted because of insufficient data: top strategic planning executive, top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 202
TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$44,600	$15,900	$60,500	*	$47,500	*
$25-50	*	*	*	*	*	*
$50-100	53,200	20,000	73,200	*	57,600	*
All Levels	**58,400**	**22,400**	**80,800**	*	**63,300**	*

Percentage paying bonus: 100
Average bonus as a percentage of base salary: 38

Table 203
TOP SALES EXECUTIVE

$25-50 Million	$56,700	$22,200	$78,900	*	$59,700	*
All Levels	**51,400**	**18,900**	**70,300**	*	**53,800**	*

Percentage paying bonus: 86
Average bonus as a percentage of base salary: 37

Table 204
TOP MANUFACTURING EXECUTIVE

$50-100 Million	$48,000	$ 9,000	$ 57,000	*	$53,000	*
$100-200	*	*	*	*	*	*
$200-500	77,300	28,300	105,600	*	80,100	*
All Levels	**59,700**	**19,800**	**79,500**	*	**62,900**	*

Percentage paying bonus: 86
Average bonus as a percentage of base salary: 33

Table 205
TOP HUMAN RESOURCES EXECUTIVE

$200-500 Million	$52,300	$10,200	$62,500	*	$56,400	*
Over $500 Million	58,200	9,900	68,100	*	61,900	*
All Levels	**47,400**	**9,400**	**56,800**	**$39,500**	**51,400**	**$39,500**

Percentage paying bonus: 83
Average bonus as a percentage of base salary: 21

Table 206
TOP LEGAL EXECUTIVE

$50-100 Million	$51,300	$11,600	$ 62,900	*	$53,700	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
Over $500 Million	86,500	20,300	106,800	*	97,500	*
All Levels	**60,900**	**14,200**	**75,100**	*	**66,800**	*

Percentage paying bonus: 92
Average bonus as a percentage of base salary: 23

†Annual rate as of January 31, 1981 **Insufficient data*

Table 207
CONTROLLER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$28,800	$ 4,200	$33,000	*	$30,500	*
$25-50	*	*	*	*	*	*
$50-100	34,900	5,500	40,400	*	36,800	*
$100-200	*	*	*	*	*	*
$200-500	49,600	9,900	59,500	*	51,000	*
Over $500 Million	67,100	17,500	84,600	*	73,100	*
All Levels	**44,100**	**9,800**	**53,900**	**$36,100**	**47,000**	**$43,500**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 22

Table 208
TREASURER

$100-500 Million	$42,500	$11,200	$ 53,700	*	$44,000	*
Over $500 Million	73,700	29,200	102,900	*	79,200	*
All Levels	**54,200**	**24,500**	**78,700**	*	**57,700**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 45

Electrical Machinery

Table 209
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 81,900	$ 30,200	$112,100	$109,500	$ 86,000	$114,500
$25-50	107,400	24,900	132,300	*	115,700	*
$50-100	110,300	25,200	135,500	*	122,800	*
$100-200	133,900	56,100	190,000	*	148,200	*
$200-500	199,800	101,800	301,700	*	203,800	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	296,200	147,300	443,300	212,900	312,800	214,200
All Levels	**152,800**	**80,000**	**232,800**	**129,200**	**161,500**	**131,400**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 45

†Annual rate as of January 31, 1981 **Insufficient data*

Table 210
CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 68,100	$ 12,900	$ 81,000	*	$ 71,200	*
$50-100	80,000	25,100	105,100	*	88,300	*
$100-200	102,200	25,600	127,800	*	117,100	*
$200-500	134,600	91,700	226,300	*	134,600	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	242,500	185,000	427,500	*	247,500	*
All Levels	**125,200**	**65,900**	**191,100**	**$123,000**	**131,700**	**$123,000**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 44

Table 211
TOP FINANCIAL OFFICER

Under $25 Million	$ 52,400	$ 14,100	$ 67,000	$ 51,600	$ 57,300	$51,600
$25-50	56,900	10,500	67,400	*	60,200	*
$50-100	66,800	12,200	79,000	*	70,600	*
$100-200	73,300	28,000	101,300	*	78,100	*
$200-500	77,200	37,200	114,400	*	77,200	*
$500-1 Billion	122,300	28,100	150,400	*	122,300	*
Over $1 Billion	163,900	106,800	270,700	*	167,000	*
All Levels	**78,900**	**31,000**	**109,900**	**76,700**	**82,000**	**77,800**

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 34

Table 212
TOP MARKETING EXECUTIVE

Under $25 Million	$ 50,200	$29,000	$ 79,200	*	$ 53,000	*
$25-50	*	*	*	*	*	*
$50-100	62,800	12,000	74,800	*	68,700	*
$100-200	65,100	19,900	85,000	*	68,200	*
$200-500	82,300	42,600	124,800	*	84,600	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	134,300	80,600	214,900	*	134,300	*
All Levels	**73,600**	**29,700**	**103,300**	**$54,900**	**75,800**	**$55,300**

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 38

Table 213
TOP SALES EXECUTIVE

Under $50 Million	$51,500	$16,800	$68,300	$54,600	$53,500	$56,700
$50-100	*	*	*	*	*	*
$100-200	58,000	10,700	68,700	*	63,000	*
All Levels	**64,800**	**25,900**	**90,700**	**49,000**	**67,500**	**50,100**

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 39

†Annual rate as of January 31, 1981 **Insufficient data*

Table 214

TOP MANUFACTURING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$52,600	$21,900	$ 74,500	$57,900	$ 53,800	$57,900
$25-50	53,000	13,300	66,300	*	57,200	*
$50-100	59,700	12,900	72,600	*	66,400	*
$100-200	68,700	15,700	84,400	*	74,000	*
$200-500	63,400	11,600	75,000	*	63,400	*
$500-1 Billion	88,700	18,300	107,000	*	88,700	*
Over $1 Billion	98,700	51,800	150,500	*	103,700	*
All Levels	**64,100**	**23,200**	**87,300**	**69,400**	**67,900**	**69,400**

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 37

Table 215

TOP HUMAN RESOURCES EXECUTIVE

Under $50 Million	$ 33,300	$ 3,500	$ 36,800	*	$ 35,300	*
$50-100	*	*	*	$49,300	*	$51,000
$100-200	47,200	10,200	57,400	41,500	49,100	41,500
$200-500	62,800	17,400	80,200	*	64,400	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	130,900	87,400	218,300	*	134,200	*
All Levels	**75,100**	**34,000**	**109,100**	**52,100**	**77,300**	**53,000**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 32

Table 216

TOP STRATEGIC PLANNING EXECUTIVE

$100-200 Million	$ 58,000	$ 18,500	$ 76,500	*	$ 66,200	*
$200-500	70,800	25,000	95,800	*	70,800	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	137,800	108,500	246,300	*	138,800	*
All Levels	**85,000**	**46,500**	**131,500**	*	**87,700**	*

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 43

Table 217

TOP LEGAL EXECUTIVE

$100-200 Million	$ 66,800	$18,800	$ 85,700	*	$ 71,000	*
$200-500	77,600	27,000	104,500	*	77,600	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	147,000	93,000	240,000	*	151,000	*
All Levels	**103,000**	**50,700**	**153,700**	**$84,400**	**105,600**	**$85,200**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 40

†Annual rate as of January 31, 1981 **Insufficient data*

Table 218
TOP INTERNATIONAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	$ 63,300	$15,100	$ 78,400	*	$ 67,400	*
$200-500	77,200	25,200	102,400	*	78,200	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	139,300	89,700	229,000	*	141,000	*
All Levels	**87,000**	**35,800**	**122,800**	*	**89,800**	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 30

Table 219
CONTROLLER

Under $25 Million	$ 33,300	$ 2,900	$ 36,200	*	$ 33,300	*
$25-50	40,000	5,000	45,000	*	44,000	*
$50-100	*	*	*	*	*	*
$100-200	50,800	12,700	63,500	$47,000	54,100	$47,000
$200-500	53,600	16,600	70,200	*	56,100	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	113,400	74,900	188,300	*	115,000	*
All Levels	**61,000**	**22,500**	**83,500**	**51,000**	**63,200**	**52,400**

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 26

Table 220
TREASURER

$50-100 Million	$44,700	$ 2,400	$ 47,100	*	$45,800	*
$100-200	53,800	20,100	73,900	*	58,000	*
$200-500	56,300	14,100	70,400	*	59,600	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	92,200	53,000	145,200	*	94,900	*
All Levels	**66,200**	**26,500**	**92,700**	**$51,400**	**69,000**	**$51,800**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 32

†Annual rate as of January 31, 1981 **Insufficient data*

Fabricated Metal Products

Table 221
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	$ 99,900	$ 25,300	$125,200	*	$110,400	*
$25-50	123,900	44,400	168,300	*	131,800	*
$50-100	123,200	49,900	173,100	*	131,400	*
$100-200	132,400	62,200	194,600	*	143,200	*
$200-500	158,900	62,300	221,200	*	177,200	*
Over $500 Million	241,400	117,900	359,300	$341,300	252,500	$356,700
All Levels	**143,400**	**53,700**	**197,100**	**250,100**	**153,600**	**261,800**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 37

Table 222
CHIEF OPERATING OFFICER

Under $25 Million	$ 74,500	$25,300	$ 99,800	*	$ 80,000	*
$25-50	*	*	*	*	*	*
$50-100	*	*	*	*	*	*
$100-200	104,800	46,600	151,400	*	116,800	*
$200-500	131,900	46,700	178,600	*	139,400	*
Over $500 Million	158,800	27,800	186,600	*	187,500	*
All Levels	**112,000**	**35,000**	**147,000**	**$158,300**	**124,500**	**$156,000**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 31

Table 223
TOP FINANCIAL OFFICER

Under $25 Million	$ 45,600	$26,800	$ 72,400	*	$ 49,200	*
$25-50	61,900	17,900	79,800	*	69,000	*
$50-100	62,900	19,300	82,600	*	64,500	*
$100-200	68,000	25,200	93,200	*	71,500	*
$200-500	85,600	35,200	120,800	*	92,700	*
Over $500 Million	104,400	32,200	136,600	*	108,900	*
All Levels	**72,000**	**25,600**	**97,600**	**$97,400**	**76,800**	**$109,600**

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 35

†Annual rate as of January 31, 1981 **Insufficient data*

Table 224

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$53,500	$13,300	$66,800	*	$60,000	*
$25-50	60,100	10,500	70,600	*	59,800	*
$50-100	58,500	21,400	79,900	*	58,500	*
$100-200	65,700	20,900	86,600	*	68,500	*
$200-500	*	*	*	*	*	*
Over $500 Million	73,600	15,200	88,800	*	77,800	*
All Levels	**65,700**	**19,800**	**85,600**	**$55,600**	**68,400**	**$64,400**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 29

Table 225

TOP SALES EXECUTIVE

$25-50 Million	$54,800	$ 6,900	$ 61,700	*	$59,000	*
$50-100	*	*	*	*	*	*
$100-200	51,900	12,200	64,100	*	53,800	*
$200-500	*	*	*	*	*	*
Over $500 Million	72,500	27,700	100,200	*	76,400	*
All Levels	**55,200**	**14,400**	**69,600**	**$54,600**	**58,600**	**$55,900**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 26

Table 226

TOP MANUFACTURING EXECUTIVE

Under $25 Million	$ 39,800	$ 9,000	$ 48,800	*	$ 41,900	*
$25-50	60,400	18,400	78,800	*	63,500	*
$50-100	62,300	21,100	83,400	*	63,300	*
$100-200	51,600	17,200	68,800	*	54,000	*
$200-500	64,800	16,200	81,000	*	68,800	*
Over $500 Million	106,600	20,500	127,100	*	108,100	*
All Levels	**62,900**	**17,200**	**80,100**	**$66,800**	**65,000**	**$71,300**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 27

Table 227

TOP HUMAN RESOURCES EXECUTIVE

$25-50 Million	*	*	*	$35,700	*	$37,700
$50-100	$46,100	$13,600	$59,700	*	$46,600	*
$100-200	43,700	11,900	55,600	*	46,100	*
$200-500	55,000	15,700	70,700	*	58,500	*
Over $500 Million	84,600	12,600	97,200	*	87,400	*
All Levels	**59,200**	**11,800**	**71,000**	**43,300**	**61,800**	**46,400**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 21

†Annual rate as of January 31, 1981 **Insufficient data*

Table 228
TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$78,000	$26,000	$104,000	*	$82,900	*
Over $500 Million	91,400	16,200	107,600	*	97,100	*
All Levels	**78,100**	**12,000**	**98,100**	*	**83,200**	*

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 27

Table 229
TOP LEGAL EXECUTIVE

$50-100 Million	*	*	*	*	*	*
$100-200	*	*	*	*	*	*
$200-500	$67,300	$20,500	$ 94,400	*	$78,100	*
Over $500 Million	86,700	14,800	101,500	*	91,200	*
All Levels	**78,000**	**18,400**	**96,400**	*	**81,800**	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 26

Table 230
TOP INTERNATIONAL EXECUTIVE

$25-50 Million	$ 59,000	$29,700	$ 88,700	*	$ 60,000	*
$50-100	*	*	*	*	*	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
Over $500 Million	104,400	23,900	128,300	*	108,200	*
All Levels	**82,400**	**25,000**	**107,400**	*	**84,900**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 34

Table 231
CONTROLLER

$25-50 Million	$34,000	$11,000	$45,000	*	$45,300	*
$50-100	39,900	10,300	50,200	*	39,900	*
$100-200	41,900	11,000	52,900	*	43,500	*
$200-500	55,600	15,300	70,900	*	56,500	*
Over $500 Million	84,400	14,400	98,800	*	87,200	*
All Levels	**60,400**	**12,500**	**72,900**	**$42,200**	**61,900**	**$45,500**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 23

Table 232
TREASURER

$100-200 Million	$55,900	$17,300	$73,200	*	$56,700	*
$200-500	56,200	18,100	74,300	*	57,100	*
Over $500 Million	78,500	19,700	98,200	*	80,400	*
All Levels	68,100	17,500	85,600	*	69,900	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 28

†Annual rate as of January 31, 1981 *Insufficient data

Financial Holding and Investment §

Table 233
CHIEF EXECUTIVE OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $100 Million	$152,500	$ 23,500	$176,000	*	$160,000	*
$100-200	210,000	36,000	246,000	*	243,300	*
$200-500	*	*	*	$131,700	*	$135,000
$500-2 Billion	221,700	75,000	296,700	*	231,700	*
$2-5	183,500	48,700	232,200	185,300	195,200	197,000
Over $5 Billion	353,900	160,400	514,300	*	353,900	*
All Levels	**209,200**	**81,400**	**290,600**	**188,400**	**222,500**	**197,100**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 33

Table 234
CHIEF OPERATING OFFICER

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 45

$2-5 Billion	$ 97,700	$21,900	$119,600	*	$114,500	*
Over $5 Billion	*	*	*	*	*	*
All Levels	**162,000**	**95,200**	**257,200**	**$196,500**	**174,800**	**$208,500**

Table 235
TOP FINANCIAL OFFICER

Under $100 Million	$57,200	$14,200	$ 71,400	*	$59,500	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
$500-2 Billion	*	*	*	*	*	*
$2-5	72,400	15,900	88,300	$131,700	83,600	$145,000
Over $5 Billion	*	*	*	*	*	*
All Levels	**88,000**	**38,700**	**126,700**	**92,100**	**98,100**	**102,400**

Percentage paying bonus: 74

Average bonus as a percentage of base salary: 36

Table 236
TOP MARKETING EXECUTIVE

Percentage paying bonus: 56

Average bonus as a percentage of base salary: 15

$2-5 Billion	$48,500	$6,800	$55,300	*	$54,200	*
All Levels	**47,600**	**7,400**	**55,000**	**$43,100**	**51,600**	**$47,000**

§The following positions were omitted because of insufficient data: top sales executive, top manufacturing executive, top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 237

TOP HUMAN RESOURCES EXECUTIVE

Percentage paying bonus: 50

Average bonus as a percentage of base salary: 29

	1980				1981†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$2-5 Billion	$51,600	$ 5,700	$57,300	$63,800	$55,700	$73,500
Over $5 Billion	*	*	*	*	*	*
All Levels	**66,700**	**25,200**	**91,900**	**57,400**	**69,600**	**62,900**

Table 238

TOP STRATEGIC PLANNING EXECUTIVE

Percentage paying bonus: 73

Average bonus as a percentage of base salary: 17

$2-5 Billion	$60,700	$ 8,800	$69,500	$97,000	$64,700	$109,200
Over $5 Billion	*	*	*	*	*	*
All Levels	**72,200**	**15,400**	**87,600**	**97,000**	**74,200**	**109,200**

Table 239

TOP LEGAL EXECUTIVE

Percentage paying bonus: 58

Average bonus as a percentage of base salary: 37

$2-5 Billion	$ 67,000	$11,800	$ 78,800	$73,500	$ 72,300	$81,200
Over $5 Billion	140,000	89,900	229,900	*	152,500	*
All Levels	**87,800**	**43,400**	**131,200**	**69,300**	**95,900**	**75,300**

Table 240

CONTROLLER

Percentage paying bonus: 60

Average bonus as a percentage of base salary: 34

$2-5 Billion	$45,900	$ 3,100	$ 49,000	$89,500	$ 52,200	$95,000
Over $5 Billion	97,900	59,100	157,000	*	100,800	*
All Levels	**74,900**	**32,000**	**106,900**	**72,400**	**77,000**	**77,200**

Table 241

TREASURER

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 37

$2-5 Billion	$ 66,700	$17,700	$ 84,400	*	$ 79,300	*
Over $5 Billion	101,700	66,300	168,000	*	105,000	*
All Levels	**72,900**	**31,000**	**103,900**	**$58,600**	**77,700**	**$60,800**

†Annual rate as of January 31, 1981 *Insufficient data

Food Products

Table 242
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$101,600	$ 60,100	$161,700	$ 81,000	$107,700	$ 81,000
$100-200	135,000	73,600	208,600	*	141,700	*
$200-500	179,400	57,100	236,500	90,000	183,400	105,100
$500-1 Billion	226,300	56,700	283,000	*	235,000	*
$1-2	231,100	90,300	321,400	*	242,100	*
Over $2 Billion	351,700	222,800	574,500	*	364,400	*
All Levels	**214,500**	**110,900**	**325,400**	**109,600**	**223,900**	**115,900**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 56

Table 243
CHIEF OPERATING OFFICER

Under $100 Million	$ 80,300	$ 30,800	$111,100	*	$ 86,300	*
$100-200	*	*	*	*	*	*
$200-500	121,800	33,800	155,600	*	124,300	*
$500-1 Billion	154,000	36,700	190,700	*	175,000	*
$1-2	171,700	104,400	276,100	*	191,500	*
Over $2 Billion	268,000	142,200	410,200	*	279,000	*
All Levels	**157,100**	**75,900**	**233,000**	**$105,700**	**168,700**	**$105,700**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 53

Table 244
TOP FINANCIAL OFFICER

Under $100 Million	$ 53,700	$18,100	$ 71,800	*	$ 56,200	*
$100-200	59,900	32,000	91,900	*	67,900	*
$200-500	78,600	20,500	99,100	*	82,300	*
$500-1 Billion	106,500	22,000	128,500	*	109,500	*
$1-2	107,000	50,300	157,300	*	116,600	*
Over $2 Billion	161,800	92,500	254,300	*	168,000	*
All Levels	**87,900**	**36,100**	**124,000**	**$51,900**	**93,500**	**$54,600**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 41

†Annual rate as of January 31, 1981 **Insufficient data*

Table 245

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$ 45,400	$11,900	$ 57,300	*	$ 49,300	*
$100-200	65,300	23,300	88,600	*	70,700	*
$200-500	75,700	21,900	97,600	*	78,000	*
$500-1 Billion	97,700	19,300	117,000	*	101,700	*
$1-2	116,500	35,900	152,400	*	131,700	*
All Levels	**71,800**	**19,900**	**91,700**	**$55,000**	**77,200**	**$56,000**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 27

Table 246

TOP SALES EXECUTIVE

Under $100 Million	$ 50,700	$14,700	$ 65,400	*	$ 53,700	*
$100-200	*	*	*	*	*	*
$200-500	78,300	20,100	98,400	*	82,100	*
$500-1 Billion	*	*	*	*	*	*
$1-2	101,000	25,500	126,500	*	109,400	*
All Levels	**66,500**	**16,700**	**83,200**	**$59,500**	**69,900**	**$60,500**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 25

Table 247

TOP MANUFACTURING EXECUTIVE

Under $100 Million	$49,500	$15,600	$ 65,200	*	$52,600	*
$100-200	49,600	15,200	64,800	*	52,900	*
$200-500	72,000	15,900	87,900	*	74,100	*
$500-1 Billion	87,800	18,600	106,400	*	93,300	*
$1-2	84,000	21,900	105,900	*	92,300	*
All Levels	**67,500**	**17,000**	**84,500**	*	**71,100**	*

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 24

Table 248

TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$ 41,700	$ 9,500	$ 51,200	*	$ 44,800	*
$100-200	*	*	*	*	*	*
$200-500	52,100	10,000	62,100	*	53,300	*
$500-1 Billion	56,600	6,900	63,500	*	59,700	*
$1-2	76,700	33,200	109,900	*	82,400	*
Over $2 Billion	102,300	39,200	141,500	*	102,800	*
All Levels	**68,000**	**21,800**	**89,800**	**$44,900**	**70,800**	**$44,900**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 29

†Annual rate as of January 31, 1981 **Insufficient data*

Table 249

TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$69,100	$14,400	$ 83,500	*	$75,700	*
$500-1 Billion	*	*	*	*	*	*
$1-2	76,600	28,900	105,500	*	84,100	*
Over $2 Billion	95,300	36,100	131,400	*	98,000	*
All Levels	**77,200**	**25,200**	**102,400**	*	**82,400**	*

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 30

Table 250

TOP LEGAL EXECUTIVE

$200-500 Million	$ 51,900	$15,900	$ 67,800	*	$ 55,200	*
$500-1 Billion	82,300	13,900	96,200	*	84,100	*
$1-2	82,900	48,700	131,600	*	89,200	*
Over $2 Billion	123,600	49,400	173,000	*	124,700	*
All Levels	**90,700**	**55,800**	**146,500**	**$54,000**	**94,100**	**$55,500**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 62

Table 251

TOP INTERNATIONAL EXECUTIVE

$1-2 Billion	$ 91,900	$29,600	$121,400	*	$101,100	*
Over $2 Billion	155,400	75,500	230,900	*	160,400	*
All Levels	**116,800**	**48,300**	**165,100**	*	**122,400**	*

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 37

Table 252

CONTROLLER

Under $100 Million	$33,500	$ 4,900	$ 38,400	*	$36,100	*
$100-200	*	*	*	*	*	*
$200-500	50,000	5,800	55,800	*	54,100	*
$500-1 Billion	67,800	10,500	78,300	*	70,200	*
$1-2	70,300	30,800	101,100	*	74,900	*
Over $2 Billion	92,800	31,300	124,100	*	94,900	*
All Levels	**64,700**	**18,600**	**83,300**	**$37,800**	**67,800**	**$40,800**

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 27

†Annual rate as of January 31, 1981 **Insufficient data*

Table 253
TREASURER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$1-2 Billion	$71,700	$23,900	$ 95,600	*	$75,200	*
Over $2 Billion	92,500	35,100	127,600	*	94,500	*
All Levels	**73,900**	**28,700**	**102,600**	**$45,400**	**76,600**	**$47,900**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 47

Instruments §

Table 254
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 94,700	$ 39,200	$133,900	*	$ 99,700	*
$50-100	128,300	27,100	155,400	*	138,300	*
$100-500	144,400	82,100	226,500	*	160,000	*
Over $500 Million	268,300	115,300	383,600	*	322,300	*
All Levels	**156,800**	**68,200**	**225,000**	*	**177,200**	*

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 49

Table 255
TOP FINANCIAL OFFICER

Under $50 Million	$59,700	$17,700	$ 77,400	*	$63,400	*
$50-100	74,900	24,100	99,000	*	85,400	*
$100-500	77,400	42,800	120,200	*	84,100	*
All Levels	**72,200**	**31,000**	**103,200**	*	**78,300**	*

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 44

§The following positions were omitted because of insufficient data: chief operating officer, top sales executive, top strategic planning executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 256

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$58,100	$ 9,200	$67,300	*	$58,100	*
$50-100	64,300	17,200	81,500	*	70,100	*
$100-500	62,500	29,400	91,900	*	65,100	*
Over $500 Million	*	*	*	*	*	*
All Levels	**58,700**	**16,800**	**75,500**	*	**61,300**	*

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 27

Table 257

TOP MANUFACTURING EXECUTIVE

$50-100 Million	$58,200	$14,500	$72,700	*	$63,300	*
$100-500	58,700	18,100	76,800	*	60,600	*
All Levels	**57,200**	**15,000**	**72,200**	*	**61,300**	*

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 25

Table 258

TOP HUMAN RESOURCES EXECUTIVE

$50-100 Million	$39,100	$ 2,600	$41,700	*	$42,600	*
All Levels	**58,500**	**11,300**	**69,800**	**$39,100**	**65,800**	**$39,100**

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 20

Table 259

TOP LEGAL EXECUTIVE

$100-500 Million	$63,500	$23,000	$86,500	*	$65,200	*
All Levels	**65,700**	**24,400**	**90,100**	*	**69,700**	*

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 37

Table 260

TOP INTERNATIONAL EXECUTIVE

$50-100 Million	$72,800	$ 6,700	$ 79,500	*	$77,800	*
All Levels	**81,900**	**26,700**	**108,600**	*	**86,800**	*

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 33

Table 261

CONTROLLER

$50-100 Million	$42,400	$ 3,700	$46,100	*	$47,500	*
$100-500	53,400	20,600	74,000	*	54,700	*
All Levels	**52,900**	**13,900**	**66,800**	**$41,000**	**56,500**	**$41,000**

Percentage paying bonus: 79

Average bonus as a percentage of base salary: 23

†Annual rate as of January 31, 1981 **Insufficient data*

Table 262
TREASURER

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$100-500 Million	$44,700	$ 6,700	$ 51,400	*	$ 49,300	*
Over $500 Million	98,300	27,300	125,600	*	113,700	*
All Levels	**65,700**	**14,800**	**80,500**	*	**75,100**	*

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 23

Insurance §

Table 263
CHIEF EXECUTIVE OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	$ 63,100	$ 8,200	$ 71,300	$ 62,000	$ 66,700	$ 65,500
$25-50	65,400	5,300	70,700	68,000	68,400	73,400
$50-100	78,300	23,700	102,000	83,700	92,800	90,900
$100-200	96,100	24,600	120,700	90,200	102,800	93,500
$200-500	121,700	29,500	151,200	100,100	128,700	108,400
$500-1 Billion	124,700	34,200	158,900	153,800	135,200	162,500
$1-2	168,100	43,400	211,500	255,100	187,300	262,400
$2-5	219,200	68,600	287,800	203,600	248,800	224,000
$5-10	223,400	71,300	294,700	*	263,800	*
Over $10 Billion	451,700	94,000	545,700	458,600	451,700	494,000
All Levels	**130,200**	**36,100**	**166,300**	**138,500**	**142,000**	**147,700**

Percentage paying bonus: 62

Average bonus as a percentage of base salary: 25

§The following positions were omitted because of insufficient data: top manufacturing executive, top international executive.
*†Annual rate as of January 31, 1981 *Insufficient data*

Table 264

CHIEF OPERATING OFFICER

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $50 Million	*	*	*	$ 46,300	*	$ 50,100
$50-100	$ 60,800	$25,900	$ 86,700	*	$ 80,800	*
$100-200	75,800	18,200	94,000	58,600	78,400	61,100
$200-500	97,500	37,500	135,000	85,400	108,300	93,800
$500-1 Billion	134,300	20,400	154,700	92,500	147,300	100,600
$1-2	133,000	30,000	163,000	*	152,200	*
$2-5	149,300	58,300	207,600	*	167,200	*
$5-10	*	*	*	*	*	*
Over $10 Billion	*	*	*	240,900	*	242,400
All Levels	**103,600**	**29,000**	**132,600**	**100,800**	**115,100**	**104,500**

Percentage paying bonus: 56

Average bonus as a percentage of base salary: 24

Table 265

TOP FINANCIAL OFFICER

Under $25 Million	$ 40,800	$ 4,900	$ 45,700	$ 34,100	$ 45,700	$ 37,500
$25-50	40,400	4,800	45,200	38,400	43,300	40,800
$50-100	42,500	3,800	46,300	49,100	45,400	50,300
$100-200	57,600	12,900	70,500	50,600	61,400	51,700
$200-500	72,200	14,200	86,400	56,700	78,100	59,200
$500-1 Billion	92,000	17,000	109,000	62,300	96,000	64,400
$1-2	85,800	16,200	102,000	130,300	92,500	133,600
$2-5	102,600	28,800	131,400	*	110,000	*
Over $5 Billion	*	*	*	143,600	*	144,800
All Levels	**70,200**	**13,800**	**84,000**	**62,300**	**74,800**	**64,500**

Percentage paying bonus: 59

Average bonus as a percentage of base salary: 17

Table 266

TOP MARKETING EXECUTIVE

Under $25 Million	$37,400	$ 7,000	$ 44,400	$ 36,000	$40,100	$ 39,200
$25-50	*	*	*	40,900	*	43,900
$50-100	53,500	11,700	65,200	*	63,900	*
$100-200	63,300	19,000	82,300	49,600	66,200	50,400
$200-500	63,600	14,100	77,700	59,500	69,300	62,500
$500-1 Billion	76,600	17,300	93,900	66,000	80,600	67,400
$1-2	71,600	14,100	85,700	99,400	76,200	103,800
$2-5	84,700	17,300	102,000	110,200	91,800	118,700
$5-10	89,000	16,300	105,300	*	95,700	*
Over $10 Billion	*	*	*	*	*	*
All Levels	**65,100**	**15,600**	**80,700**	**65,900**	**70,100**	**69,100**

Percentage paying bonus: 63

Average bonus as a percentage of base salary: 41

†Annual rate as of January 31, 1981 **Insufficient data*

Table 267

TOP SALES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	*	*	*	$38,800	*	$39,900
$25-50	*	*	*	38,800	*	40,300
$50-100	$45,600	$ 7,300	$52,900	42,700	$49,600	44,700
$100-200	44,600	7,600	52,200	68,300	47,800	74,900
$200-500	45,700	8,400	54,100	56,900	49,500	58,100
$500-1 Billion	*	*	*	47,800	*	51,400
$1-2	*	*	*	62,200	*	64,700
$2-5	64,500	8,000	72,500	*	66,800	*
All Levels	**51,000**	**10,400**	**61,400**	**55,800**	**55,000**	**59,300**

Percentage paying bonus: 54

Average bonus as a percentage of base salary: 20

Table 268

TOP HUMAN RESOURCES EXECUTIVE

Under $50 Million	*	*	*	$28,500	*	$32,100
$50-100	$38,500	$ 8,200	$46,700	32,700	$46,400	34,100
$100-200	39,900	6,800	46,700	35,800	41,700	38,500
$200-500	39,400	6,300	45,700	48,900	41,900	49,600
$500-1 Billion	*	*	*	55,300	*	57,800
$1-2	47,600	10,300	57,900	54,200	48,600	56,300
$2-5	52,500	6,000	58,500	55,200	56,500	58,200
$5-10	50,300	7,800	58,100	*	56,200	*
Over $10 Billion	*	*	*	87,800	*	87,800
All Levels	**48,200**	**7,500**	**55,700**	**51,500**	**51,500**	**53,500**

Percentage paying bonus: 49

Average bonus as a percentage of base salary: 16

Table 269

TOP STRATEGIC PLANNING EXECUTIVE

$100-200 Million	$43,900	$ 7,800	$51,700	*	$51,400	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
$1-2	50,000	10,400	60,400	*	52,600	*
$2-5	68,200	12,600	80,800	*	70,200	*
Over $5 Billion	65,300	19,600	84,900	$85,500	69,000	$90,000
All Levels	**55,500**	**12,000**	**$67,500**	**63,900**	**$59,400**	**65,800**

Percentage paying bonus: 51

Average bonus as a percentage of base salary: 20

†Annual rate as of January 31, 1981 **Insufficient data*

Table 270
TOP LEGAL EXECUTIVE

ASSETS	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$50-100 Million	$ 47,000	$ 4,300	$ 51,300	$ 38,300	$ 51,400	$ 38,300
$100-200	47,800	8,300	56,100	46,700	51,000	47,400
$200-500	48,700	6,200	54,900	46,800	51,100	48,700
$500-1 Billion	51,500	4,500	56,000	60,800	55,700	62,200
$1-2	71,900	10,900	82,800	76,300	74,500	79,500
$2-5	73,900	16,800	90,700	82,500	74,900	90,200
$5-10	77,800	11,800	89,600	*	81,800	*
Over $10 Billion	151,000	25,900	176,900	155,200	151,000	156,700
All Levels	**69,500**	**13,100**	**82,600**	**63,200**	**71,800**	**65,700**

Percentage paying bonus: 51

Average bonus as a percentage of base salary: 18

Table 271
CONTROLLER

Under $25 Million	*	*	*	$27,500	*	$28,100
$25-50	*	*	*	*	*	*
$50-100	$37,800	$ 6,500	$44,300	*	$46,100	*
$100-200	40,900	3,600	44,500	40,900	42,300	42,200
$200-500	49,100	9,300	58,400	39,700	51,400	41,300
$500-1 Billion	52,800	2,400	55,200	57,000	57,100	58,500
$1-2	55,700	5,700	61,400	57,200	57,100	59,500
$2-5	61,800	13,300	75,100	59,300	64,900	62,400
$5-10	*	*	*	*	*	*
Over $10 Billion	*	*	*	95,000	*	97,400
All Levels	**54,300**	**7,400**	**61,700**	**51,300**	**57,700**	**53,000**

Percentage paying bonus: 48

Average bonus as a percentage of base salary: 14

Table 272
TREASURER

Under $50 Million	$35,400	$ 4,000	$39,400	*	$39,400	*
$50-100	34,500	2,300	36,800	*	36,600	*
$100-200	34,300	4,900	39,200	$35,200	36,600	$37,200
$200-500	58,900	11,000	69,900	*	61,400	*
$500-1 Billion	*	*	*	42,500	*	45,100
$1-2	50,000	5,700	55,700	69,000	53,100	70,600
$2-5	57,000	16,600	73,600	*	58,000	*
$5-10	60,200	7,000	67,200	*	62,200	*
Over $10 Billion	77,600	11,700	89,300	*	77,600	*
All Levels	**49,200**	**7,600**	**56,800**	**48,100**	**51,600**	**50,400**

Percentage paying bonus: 60

Average bonus as a percentage of base salary: 14

†Annual rate as of January 31, 1981 **Insufficient data*

Machinery

Table 273
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $25 Million	$ 68,100	$ 41,500	$109,600	*	$ 71,100	*
$25-50	98,000	26,500	124,500	$ 90,900	107,200	$ 96,300
$50-100	123,400	54,100	177,500	*	145,600	*
$100-200	139,400	48,000	187,400	*	155,300	*
$200-500	161,700	65,500	227,200	*	172,300	*
$500-1 Billion	209,600	70,800	280,400	*	209,600	*
$1-2	287,600	151,200	438,800	*	301,400	*
Over $2 Billion	309,400	372,500	681,900	*	309,300	*
All Levels	**142,900**	**80,300**	**223,200**	**162,500**	**151,300**	**179,900**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 56

Table 274
CHIEF OPERATING OFFICER

Under $50 Million	$ 57,300	$ 21,700	$ 79,000	$ 67,300	$ 61,500	$ 71,800
$50-100	94,600	54,400	149,000	*	103,600	*
$100-200	121,900	49,100	171,000	*	134,600	*
$200-500	143,500	48,100	191,600	*	156,000	*
$500-1 Billion	148,400	61,400	209,800	*	153,000	*
$1-2	*	*	*	*	*	*
All Levels	**117,800**	**55,700**	**173,500**	**112,200**	**125,700**	**124,900**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 50

Table 275
TOP FINANCIAL OFFICER

Under $25 Million	$ 44,200	$ 6,100	$ 50,300	$ 45,700	$ 45,800	$ 49,000
$25-50	58,200	22,900	81,100	*	62,000	*
$50-100	59,400	21,500	80,900	*	62,100	*
$100-200	77,100	27,400	104,500	*	83,800	*
$200-500	79,300	38,000	117,300	*	86,400	*
$500-1 Billion	84,200	19,200	103,400	117,000	87,300	125,300
$1-2	143,700	57,400	201,100	*	146,300	*
Over $2 Billion	163,300	154,500	317,800	*	166,600	*
All Levels	**77,100**	**33,400**	**110,500**	**88,800**	**81,500**	**97,500**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 42

†Annual rate as of January 31, 1981 **Insufficient data*

Table 276

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-50 Million	$55,200	$13,800	$ 69,000	*	$59,900	*
$50-100	60,800	28,400	89,200	*	69,200	*
$100-200	63,500	22,200	85,700	*	68,000	*
$200-500	*	*	*	*	*	*
$500-1 Billion	83,500	19,600	103,100	*	83,500	*
All Levels	**59,800**	**21,600**	**81,400**	**$79,500**	**64,600**	**$85,000**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 36

Table 277

TOP SALES EXECUTIVE

$25-50 Million	$44,100	$14,000	$58,100	*	$48,200	*
$50-100	54,000	9,200	63,200	*	55,500	*
$100-200	59,900	17,800	77,700	*	67,300	*
$200-500	63,900	25,500	89,400	*	66,700	*
All Levels	**51,000**	**18,700**	**69,700**	**$65,500**	**55,100**	**$67,300**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 40

Table 278

TOP MANUFACTURING EXECUTIVE

Under $25 Million	*	*	*	$41,700	*	$44,700
$25-50	$53,600	$11,100	$ 64,700	*	$58,200	*
$50-100	60,900	24,500	85,400	*	63,300	*
$100-200	61,500	23,000	84,500	*	67,900	*
$200-500	68,800	22,900	91,700	*	73,300	*
$500-1 Billion	85,100	19,800	104,900	*	88,900	*
All Levels	**59,500**	**19,800**	**79,300**	**51,900**	**63,900**	**55,700**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 35

Table 279

TOP HUMAN RESOURCES EXECUTIVE

$25-50 Million	$ 29,100	$ 5,900	$ 35,000	*	$ 31,100	*
$50-100	49,600	13,300	62,900	*	52,000	*
$100-200	46,700	11,400	58,100	*	51,700	*
$200-500	57,600	13,500	71,100	*	61,500	*
$500-1 Billion	*	*	*	$81,200	*	$87,900
$1-2	94,300	34,500	128,800	*	97,700	*
Over $2 Billion	108,000	83,700	191,700	*	114,600	*
All Levels	**55,900**	**25,800**	**81,700**	**61,100**	**59,700**	**64,600**

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 39

†Annual rate as of January 31, 1981 *Insufficient data

Table 280

TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$ 58,100	$11,700	$ 69,800	*	$ 64,600	*
$500-1 Billion	75,100	24,600	99,700	*	79,800	*
$1-2	86,300	39,000	125,200	*	89,100	*
Over $2 Billion	122,700	89,200	211,900	*	126,700	*
All Levels	**78,300**	**34,800**	**113,000**	*	**82,200**	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 39

Table 281

TOP LEGAL EXECUTIVE

$200-500 Million	$ 58,400	$15,700	$ 74,100	*	$ 65,700	*
$500-1 Billion	68,500	16,700	85,200	*	73,100	*
$1-2	95,000	40,500	135,500	*	97,500	*
Over $2 Billion	113,600	58,800	172,400	*	121,900	*
All Levels	**85,800**	**30,700**	**116,500**	**$82,200**	**90,700**	**$89,600**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 33

Table 282

TOP INTERNATIONAL EXECUTIVE

$50-100 Million	$ 61,200	$20,800	$ 82,000	*	$ 64,400	*
$100-200	57,900	16,600	74,500	*	65,200	*
$200-500	77,700	24,000	101,700	*	82,100	*
$500-1 Billion	101,800	36,300	138,100	*	102,600	*
All Levels	**70,500**	**19,500**	**90,000**	**$119,300**	**74,500**	**$123,800**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 28

Table 283

CONTROLLER

$25-50 Million	$34,400	$ 5,700	$ 40,100	*	$37,600	*
$50-100	40,700	8,500	49,200	*	41,900	*
$100-200	52,100	19,600	71,700	*	55,500	*
$200-500	55,000	15,700	70,700	*	58,100	*
$500-1 Billion	61,000	11,000	72,000	$66,100	65,000	$72,800
$1-2	68,800	20,600	89,400	*	68,800	*
Over $2 Billion	82,600	66,300	148,900	*	82,600	*
All Levels	**50,200**	**17,300**	**67,500**	**60,800**	**52,800**	**64,200**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 33

†Annual rate as of January 31, 1981 **Insufficient data*

Table 284
TREASURER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$25-50 Million	$37,500	$10,300	$ 47,800	*	$39,800	*
$50-100	41,600	10,300	52,000	*	43,900	*
$100-200	60,700	5,600	66,300	*	62,500	*
$200-500	62,500	13,200	75,700	*	65,700	*
$500-1 Billion	49,500	10,700	60,200	*	53,700	*
$1-2	85,300	31,800	117,100	*	85,300	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**51,900**	**13,900**	**65,800**	*	**54,900**	*

Percentage paying bonus: 93

Average bonus as a percentage of base salary: 30

Mining

Table 285
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $50 Million	*	*	*	$108,700	*	$108,700
$50-200	$140,900	$ 35,500	$176,400	*	$153,800	*
$200-500	209,900	85,300	295,200	*	221,600	*
$500-1 Billion	275,900	92,900	368,800	*	313,300	*
Over $1 Billion	260,000	141,800	401,800	*	285,700	*
All Levels	**219,600**	**92,300**	**311,900**	**207,000**	**238,500**	**221,000**

Percentage paying bonus: 79

Average bonus as a percentage of base salary: 41

Table 286
CHIEF OPERATING OFFICER

$200-500 Million	$156,700	$ 80,000	$236,700	*	$210,400	*
$500-1 Billion	180,000	49,100	229,100	*	196,000	*
Over $1 Billion	233,000	116,300	349,300	*	252,100	*
All Levels	**204,200**	**81,500**	**285,700**	**$222,800**	**221,800**	**$235,700**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 39

†Annual rate as of January 31, 1981 **Insufficient data*

Table 287
TOP FINANCIAL OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	*	*	*	$62,900	*	$63,000
$50-200	$ 96,900	$16,300	$113,200	*	$105,800	*
$200-500	98,100	44,800	142,900	*	103,900	*
$500-1 Billion	113,800	31,900	145,700	*	123,900	*
Over $1 Billion	158,700	58,800	217,500	*	170,300	*
All Levels	**117,400**	**41,500**	**158,900**	**75,300**	**126,100**	**84,800**

Percentage paying bonus: 84
Average bonus as a percentage of base salary: 35

Table 288
TOP MARKETING EXECUTIVE

$200-500 Million	$ 93,100	$21,300	$114,400	*	$ 96,000	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	148,100	60,700	208,800	*	154,300	*
All Levels	**109,900**	**36,200**	**146,100**	**$63,800**	**114,000**	**$69,400**

Percentage paying bonus: 71
Average bonus as a percentage of base salary: 30

Table 289
TOP SALES EXECUTIVE

$200-500 Million	$78,200	$ 15,800	$ 94,000	*	$79,200	*
All Levels	**95,700**	**123,900**	**219,600**	*	**98,200**	*

Percentage paying bonus: 88
Average bonus as a percentage of base salary: 21

Table 290
TOP MANUFACTURING EXECUTIVE

$50-200 Million	$ 77,900	$26,000	$103,900	*	$ 77,900	*
$200-500	136,800	26,200	163,000	*	136,800	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	116,300	48,800	165,100	*	125,000	*
All Levels	**113,000**	**32,900**	**145,900**	*	**115,600**	*

Percentage paying bonus: 83
Average bonus as a percentage of base salary: 29

Table 291
TOP HUMAN RESOURCES EXECUTIVE

$200-500 Million	$ 62,200	$ 15,000	$ 77,200	*	$ 66,400	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	104,500	154,600	259,200	*	112,300	*
All Levels	**73,800**	**57,200**	**131,000**	**$58,100**	**79,100**	**$57,800**

Percentage paying bonus: 84
Average bonus as a percentage of base salary: 22

†Annual rate as of January 31, 1981 **Insufficient data*

Table 292

TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$67,800	$16,700	$ 84,500	*	$71,100	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	84,600	23,000	107,600	*	89,600	*
All Levels	**75,200**	**18,600**	**93,800**	*	**79,700**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 26

Table 293

TOP LEGAL EXECUTIVE

$50-200 Million	$ 63,200	$16,000	$ 79,200	*	$ 72,000	*
$200-500	72,100	21,500	93,600	*	75,100	*
$500-1 Billion	81,300	16,700	98,000	*	85,800	*
Over $1 Billion	116,600	43,300	159,900	*	121,600	*
All Levels	**83,300**	**25,400**	**108,700**	**$130,000**	**87,900**	**$142,000**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 29

Table 294

TOP INTERNATIONAL EXECUTIVE

Over $1 Billion	$141,600	$62,800	$204,400	*	$149,900	*
All Levels	**113,300**	**43,900**	**157,200**	*	**118,300**	*

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 33

Table 295

CONTROLLER

$50-200 Million	$44,100	$ 5,800	$ 49,900	*	$46,200	*
$200-500	68,100	22,700	90,800	*	72,700	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	90,700	28,200	118,900	*	94,700	*
All Levels	**69,300**	**20,500**	**89,800**	**$86,600**	**73,300**	**$100,000**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 23

Table 296

TREASURER

$200-500 Million	$56,000	$16,400	$ 72,400	*	$61,400	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	82,300	24,400	106,700	*	86,100	*
All Levels	**69,500**	**17,600**	**87,100**	**$89,700**	**73,800**	**$102,000**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 26

†Annual rate as of January 31, 1981 **Insufficient data*

Paper Products §

Table 297
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$ 93,600	$ 41,600	$135,200	*	$ 93,600	*
$100-500	146,300	57,200	203,500	*	173,800	*
$500-1 Billion	213,700	76,100	289,800	*	232,000	*
$1-2	246,700	67,100	313,800	*	266,700	*
Over $2 Billion	257,200	134,000	391,200	*	262,200	*
All Levels	**198,800**	**76,700**	**275,500**	**$121,100**	**208,100**	**$129,400**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 37

Table 298
CHIEF OPERATING OFFICER

$200-500 Million	$100,800	$ 28,000	$128,800	*	$126,200	*
$500-1 Billion	166,300	53,200	219,500	*	184,500	*
$1-2	*	*	*	*	*	*
Over $2 Billion	215,000	108,500	323,500	*	235,000	*
All Levels	**138,100**	**47,900**	**186,000**	**$183,000**	**150,300**	**$204,700**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 33

Table 299
TOP FINANCIAL OFFICER

Under $100 Million	$ 51,900	$ 19,000	$ 70,900	*	$ 51,900	*
$100-200	*	*	*	*	*	*
$200-500	65,200	20,400	85,600	*	69,400	*
$500-1 Billion	109,400	31,100	140,500	*	117,200	*
$1-2	112,300	20,900	133,200	*	116,000	*
Over $2 Billion	130,000	154,400	284,400	*	133,000	*
All Levels	**92,000**	**50,200**	**142,200**	**$95,500**	**95,700**	**$103,000**

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 43

Table 300
TOP MARKETING EXECUTIVE

Under $100 Million	$ 51,600	$10,400	$ 62,000	*	$ 51,600	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
$500-1 Billion	104,700	35,400	140,100	*	113,700	*
Over $1 Billion	*	*	*	*	*	*
All Levels	**72,200**	**20,300**	**92,500**	*	**77,200**	*

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 25

§The following position was omitted because of insufficient data: top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 301

TOP SALES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$39,900	$12,100	$52,000	*	$39,900	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
All Levels	**54,200**	**16,900**	**71,100**	*	**56,100**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 28

Table 302

TOP MANUFACTURING EXECUTIVE

Under $100 Million	$ 45,000	$ 9,800	$ 54,900	*	$ 45,000	*
$100-200	71,200	22,100	93,400	*	72,900	*
$200-500	*	*	*	*	*	*
$500-1 Billion	106,700	36,400	143,100	*	117,700	*
All Levels	**72,900**	**22,500**	**95,400**	**$94,800**	**77,000**	**$103,800**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 28

Table 303

TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$29,700	$ 6,600	$ 36,300	*	$29,700	*
$100-200	*	*	*	*	*	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	*	*	*
Over $2 Billion	86,800	31,400	118,200	*	87,900	*
All Levels	**69,100**	**19,400**	**88,500**	**$58,300**	**71,200**	**$61,200**

Percentage paying bonus: 68

Average bonus as a percentage of base salary: 25

Table 304

TOP STRATEGIC PLANNING EXECUTIVE

Over $2 Billion	$102,700	$46,400	$149,100	*	$102,700	*
All Levels	**90,100**	**29,800**	**119,900**	*	**92,400**	*

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 30

†Annual rate as of January 31, 1981 **Insufficient data*

Table 305
TOP LEGAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Percentage paying bonus: 85						
Average bonus as a percentage of base salary: 30						
$1-2 Billion	$ 84,500	$15,100	$ 99,600	*	$ 87,500	*
Over $2 Billion	124,600	46,800	171,400	*	125,200	*
All Levels	**101,600**	**31,900**	**133,500**	*	**103,300**	*

Table 306
CONTROLLER

Percentage paying bonus: 75						
Average bonus as a percentage of base salary: 21						
$1-2 Billion	$73,300	$11,500	$ 84,800	*	$62,600	*
Over $2 Billion	78,300	27,100	105,400	*	79,700	*
All Levels	**58,400**	**13,100**	**71,500**	**$58,300**	**57,300**	**$59,300**

Table 307
TREASURER

Percentage paying bonus: 73						
Average bonus as a percentage of base salary: 25						
Over $2 Billion	$86,600	$33,200	$119,800	*	$86,600	*
All Levels	**63,500**	**17,400**	**80,900**	**$67,300**	**64,800**	**$67,300**

Primary Metals §

Table 308
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Percentage paying bonus: 88						
Average bonus as a percentage of base salary: 54						
Under $100 Million	$115,000	$ 50,900	$165,900	*	$121,800	*
$100-500	185,700	55,100	240,800	$122,900	189,500	$122,900
$500-1 Billion	219,200	134,500	353,700	*	222,400	*
Over $1 Billion	335,200	222,400	557,600	*	349,100	*
All Levels	**225,100**	**125,000**	**350,100**	**103,500**	**232,900**	**103,500**

§The following positions were omitted because of insufficient data: top sales executive, top international executive.
*†Annual rate as of January 31, 1981 *Insufficient data*

Table 309

CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$140,500	$ 38,200	$178,700	*	$147,900	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	279,800	165,200	445,000	*	279,800	*
All Levels	**171,500**	**86,600**	**258,100**	*	**176,300**	*

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 57

Table 310

TOP FINANCIAL OFFICER

Under $100 Million	$ 52,100	$13,000	$ 65,100	*	$ 57,500	*
$100-500	79,900	26,500	106,400	*	85,200	*
$500-1 Billion	81,700	31,100	112,800	*	84,300	*
Over $1 Billion	139,500	58,400	197,900	*	144,100	*
All Levels	**93,700**	**36,400**	**130,100**	*	**98,000**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 37

Table 311

TOP MARKETING EXECUTIVE

Under $100 Million	$57,300	$20,300	$77,700	*	$59,300	*
$100-500	67,400	15,400	82,800	*	74,900	*
$500-1 Billion	65,600	29,100	94,700	*	68,000	*
All Levels	**74,900**	**24,700**	**99,600**	*	**80,500**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 34

Table 312

TOP MANUFACTURING EXECUTIVE

$500 Million-1 Billion	$110,400	$41,600	$152,000	*	$113,700	*
Over $1 Billion	128,200	43,900	172,100	*	132,000	*
All Levels	**96,500**	**33,200**	**129,700**	*	**101,600**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 37

Table 313

TOP HUMAN RESOURCES EXECUTIVE

$100-500 Million	$ 47,400	$ 8,400	$ 55,800	*	$ 49,600	*
$500-1 Billion	56,900	19,800	76,700	*	58,400	*
Over $1 Billion	100,600	36,400	137,000	*	102,200	*
All Levels	**67,500**	**19,800**	**87,300**	*	**69,200**	*

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 27

†Annual rate as of January 31, 1981 **Insufficient data*

Table 314

TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Percentage paying bonus: 100						
Average bonus as a percentage of base salary: 24						
$100-500 Million	$51,100	$11,900	$ 63,000	*	$54,900	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	84,100	26,200	110,300	*	90,400	*
All Levels	**61,700**	**15,700**	**77,400**	*	**66,200**	*

Table 315

TOP LEGAL EXECUTIVE

Percentage paying bonus: 93						
Average bonus as a percentage of base salary: 31						
$100-500 Million	$ 58,700	$ 9,400	$ 68,100	*	$ 58,700	*
$500-1 Billion	62,300	22,800	85,100	*	63,600	*
Over $1 Billion	123,100	50,900	174,000	*	123,100	*
All Levels	**88,400**	**30,700**	**119,100**	*	**88,800**	*

Table 316

CONTROLLER

Percentage paying bonus: 88						
Average bonus as a percentage of base salary: 33						
$100-500 Million	$47,300	$11,000	$ 58,300	*	$49,000	*
$500-1 Billion	49,600	25,100	74,700	*	49,600	*
Over $1 Billion	85,100	33,800	118,900	*	88,200	*
All Levels	**65,500**	**21,900**	**87,400**	*	**67,500**	*

Table 317

TREASURER

Percentage paying bonus: 93						
Average bonus as a percentage of base salary: 28						
$100-500 Million	$59,000	$11,600	$ 70,600	*	$60,400	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	91,500	33,400	124,900	*	93,200	*
All Levels	**72,400**	**21,800**	**94,200**	*	**74,400**	*

†Annual rate as of January 31, 1981 **Insufficient data*

Publishing

Table 318

CHIEF EXECUTIVE OFFICER

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 61

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$10-50 Million	$140,000	$ 33,800	$173,800	*	$158,000	*
$50-200	138,900	36,100	175,000	*	150,200	*
$200-500	178,000	89,100	267,100	*	194,600	*
Over $500 Million	273,700	143,100	416,800	*	297,700	*
All Levels	**146,900**	**72,200**	**219,100**	**$225,000**	**161,100**	**$241,700**

Table 319

CHIEF OPERATING OFFICER

Percentage paying bonus: 89

Average bonus as a percentage of base salary: 32

$200-500 Million	$125,300	$ 41,800	$167,100	*	$135,800	*
Over $500 Million	217,000	100,100	317,100	*	242,000	*
All Levels	**135,800**	**50,100**	**185,900**	*	**148,200**	*

Table 320

TOP FINANCIAL OFFICER

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 35

$10-50 Million	$ 57,000	$19,200	$ 76,200	*	$ 64,800	*
$50-200	68,700	17,100	85,800	*	76,000	*
$200-500	75,000	27,400	102,400	*	81,500	*
Over $500 Million	154,300	75,100	229,400	*	167,700	*
All Levels	**92,200**	**36,300**	**128,500**	**$63,900**	**100,800**	**$69,400**

Table 321

TOP MARKETING EXECUTIVE

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 24

$10-50 Million	$71,000	$17,700	$ 88,700	*	$73,700	*
$50-200	*	*	*	*	*	*
$200-500	78,700	23,400	102,100	*	84,500	*
Over $500 Million	*	*	*	*	*	*
All Levels	**77,400**	**19,800**	**97,200**	*	**82,300**	*

Table 322

TOP SALES EXECUTIVE

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 30

$50-200 Million	$60,000	$21,600	$81,600	*	$67,800	*
$200-500	68,500	18,300	86,800	*	72,600	*
All Levels	**65,100**	**19,500**	**84,600**	*	**72,000**	*

†*Annual rate as of January 31, 1981* **Insufficient data*

Table 323

TOP MANUFACTURING EXECUTIVE

Percentage paying bonus: 94

Average bonus as a percentage of base salary: 27

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$10-50 Million	$62,000	$14,900	$76,900	*	$65,000	*
$50-200	60,500	16,900	77,400	*	65,100	*
$200-500	71,400	21,000	92,400	*	74,500	*
All Levels	**62,500**	**17,600**	**80,100**	*	**67,300**	*

Table 324

TOP HUMAN RESOURCES EXECUTIVE

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 26

$50-200 Million	$39,000	$ 7,300	$ 46,300	*	$41,700	*
$200-500	59,500	18,300	77,800	*	62,800	*
Over $500 Million	88,900	31,400	120,300	*	97,800	*
All Levels	**58,700**	**17,200**	**75,900**	**$59,400**	**63,400**	**$59,400**

Table 325

TOP STRATEGIC PLANNING EXECUTIVE

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 23

$200-500 Million	$70,600	$18,000	$ 88,600	*	$73,500	*
Over $500 Million	88,300	24,100	112,400	*	93,300	*
All Levels	**75,300**	**17,900**	**93,200**	*	**79,500**	*

Table 326

TOP LEGAL EXECUTIVE

Percentage paying bonus: 95

Average bonus as a percentage of base salary: 28

$50-200 Million	$ 60,100	$14,600	$ 74,700	*	$ 66,100	*
$200-500	62,600	15,700	78,300	*	67,600	*
Over $500 Million	108,900	40,400	150,000	*	115,700	*
All Levels	**75,600**	**23,000**	**98,600**	*	**81,800**	*

Table 327

TOP INTERNATIONAL EXECUTIVE

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 19

$200-500 Million	$63,800	$13,600	$77,400	*	$69,200	*
All Levels	**59,900**	**11,300**	**71,200**	*	**64,900**	*

†Annual rate as of January 31, 1981 **Insufficient data*

Table 328
CONTROLLER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$50-200 Million	$44,500	$ 9,800	$ 54,300	*	$47,600	*
$200-500	48,100	12,900	61,000	*	51,800	*
Over $500 Million	84,800	23,700	108,500	*	87,300	*
All Levels	**59,700**	**15,700**	**75,400**	*	**62,600**	*

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 25

Table 329
TREASURER

$50-200 Million	$47,300	$10,300	$57,600	*	$49,600	*
$200-500	48,600	16,600	65,200	*	53,500	*
Over $500 Million	74,100	20,200	94,300	*	81,300	*
All Levels	**56,700**	**15,700**	**72,400**	*	**61,500**	*

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 27

Real Estate §

Table 330
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$25-100 Million	$151,700	$38,800	$190,500	$120,300	$152,500	$122,700
Over $100 Million	170,000	52,500	222,500	*	188,800	*
All Levels	**138,700**	**56,900**	**195,600**	**120,300**	**146,100**	**122,700**

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 31

§The following positions were omitted because of insufficient data: top marketing executive, top sales executive, top manufacturing executive, top human resources executive, top strategic planning executive, top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 331
CHIEF OPERATING OFFICER

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 67

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$25-100 Million	$128,300	$41,700	$170,000	*	$128,300	*
Over $100 Million	120,000	32,000	152,000	*	131,700	*
All Levels	**102,600**	**48,100**	**150,700**	**$88,300**	**108,300**	**$90,000**

Table 332
TOP FINANCIAL OFFICER

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 29

$25-100 Million	$72,800	$13,000	$ 85,800	$58,000	$73,200	$60,000
Over $100 Million	83,700	25,100	108,800	*	97,200	*
All Levels	**74,400**	**20,300**	**94,700**	**57,600**	**81,300**	**62,100**

Table 333
TOP LEGAL EXECUTIVE

Percentage paying bonus: 56

Average bonus as a percentage of base salary: 20

$25-100 Million	$53,300	$ 8,900	$62,200	*	$54,200	*
All Levels	62,400	11,500	73,900	$47,600	66,500	$52,300

Table 334
CONTROLLER

Percentage paying bonus: 58

Average bonus as a percentage of base salary: 11

$25-100 Million	$43,800	$3,200	$47,100	$44,300	$43,800	$44,300
Over $100 Million	53,800	9,100	62,900	*	59,300	*
All Levels	**46,700**	**5,900**	**52,600**	**41,000**	**49,000**	**42,600**

Table 335
TREASURER

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 13

$25-100 Million	$50,600	$5,700	$56,300	*	$51,200	*
All Levels	**55,500**	**6,000**	**61,500**	*	**57,400**	*

†*Annual rate as of January 31, 1981* **Insufficient data*

Retail Sales

Table 336
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 68,000	$ 8,200	$ 76,200	*	$ 68,000	*
$25-50	88,400	18,300	106,700	*	97,000	*
$50-100	97,600	25,600	123,200	*	99,200	*
$100-200	177,800	76,400	254,200	$126,700	180,800	$128,700
$200-500	193,200	47,400	280,500	157,300	204,100	162,900
$500-1 Billion	*	*	*	181,300	*	191,300
$1-2	*	*	*	*	*	*
$2-5	233,400	166,900	400,300	*	248,300	*
Over $5 Billion	354,700	180,000	534,700	*	371,000	*
All Levels	**156,500**	**66,000**	**222,500**	**168,700**	**166,400**	**177,400**

Percentage paying bonus: 70

Average bonus as a percentage of base salary: 40

Table 337
CHIEF OPERATING OFFICER

Under $50 Million	$ 55,200	$ 11,100	$ 66,300	*	$ 58,900	*
$50-100	68,000	12,600	80,600	*	76,700	*
$100-200	*	*	*	$ 94,300	*	$ 96,700
$200-500	100,400	45,200	145,600	120,500	109,100	123,000
$500-1 Billion	137,700	69,300	207,000	*	137,700	*
Over $1 Billion	156,000	115,000	271,000	*	162,300	*
All Levels	**112,100**	**56,400**	**168,500**	**139,700**	**117,900**	**153,600**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 47

Table 338
TOP FINANCIAL OFFICER

Under $25 Million	$ 39,300	$ 3,900	$ 43,100	*	$ 39,300	*
$25-50	*	*	*	*	*	*
$50-100	58,800	15,700	74,500	*	61,800	*
$100-200	85,900	14,800	100,700	$77,500	86,800	$78,200
$200-500	82,200	24,400	106,700	61,500	88,600	65,200
$500-1 Billion	*	*	*	*	*	*
$1-2	92,000	32,300	124,300	*	102,200	*
$2-5	*	*	*	*	*	*
Over $5 Billion	169,000	78,600	247,700	*	182,200	*
All Levels	**82,200**	**29,000**	**111,200**	**68,700**	**87,500**	**70,400**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 33

†Annual rate as of January 31, 1981 **Insufficient data*

Table 339

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$50-100 Million	$ 69,000	$11,900	$ 80,900	*	$ 72,800	*
$100-200	76,300	21,000	97,300	*	78,400	*
$200-500	69,500	24,300	93,800	$71,300	73,200	$74,500
$500-1 Billion	99,200	48,300	147,500	*	109,600	*
$1-2	86,800	37,400	124,200	*	96,800	*
$2-5	*	*	*	*	*	*
Over $5 Billion	181,300	71,300	252,600	*	190,100	*
All Levels	**85,300**	**30,200**	**115,500**	**67,700**	**90,900**	**71,600**

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 34

Table 340

TOP SALES EXECUTIVE

$50-100 Million	$46,000	$13,600	$ 59,600	*	$49,000	*
$100-200	59,400	12,000	71,400	*	63,000	*
$200-500	*	*	*	$49,000	*	$55,400
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	97,600	28,700	126,300	*	94,200	*
All Levels	**68,900**	**17,100**	**86,000**	**48,800**	**77,900**	**55,300**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 26

Table 341

TOP MANUFACTURING EXECUTIVE

$100-200 Million	$ 97,500	$36,000	$133,500	*	$110,700	*
$200-500	*	*	*	*	*	*
$500-1 Billion	140,400	27,000	167,400	*	160,000	*
Over $1 Billion	102,800	64,000	166,800	*	108,300	*
All Levels	**91,900**	**39,200**	**131,100**	**$61,700**	**100,500**	**$66,300**

Percentage paying bonus: 72

Average bonus as a percentage of base salary: 40

*†Annual rate as of January 31, 1981 *Insufficient data*

Table 342
TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 40,700	$ 5,500	$ 46,200	*	$ 41,500	*
$50-100	38,200	4,800	42,000	*	39,700	*
$100-200	62,700	22,500	85,200	*	64,300	*
$200-500	53,400	19,400	72,800	$44,900	56,900	$46,800
$500-1 Billion	66,900	26,800	93,700	*	68,800	*
$1-2	79,600	13,300	92,900	*	81,700	*
$2-5	*	*	*	*	*	*
Over $5 Billion	133,200	64,400	197,600	*	141,100	*
All Levels	**64,300**	**21,700**	**86,000**	**43,000**	**67,300**	**46,700**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 29

Table 343
TOP STRATEGIC PLANNING EXECUTIVE

Under $200 Million	$ 59,800	$21,900	$ 81,700	*	$ 61,300	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	103,300	30,600	133,900	*	111,200	*
All Levels	**72,900**	**21,600**	**94,500**	**$83,500**	**77,500**	**$83,500**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 26

Table 344
TOP LEGAL EXECUTIVE

$100-200 Million	$ 61,200	$14,100	$ 75,300	*	$ 70,000	*
$200-500	60,000	9,800	69,800	*	65,000	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	*	*	*
$2-5	*	*	*	*	*	*
Over $5 Billion	129,900	48,300	178,200	*	137,600	*
All Levels	**82,400**	**22,300**	**104,700**	**$79,200**	**87,900**	**$79,200**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 27

Table 345
TOP INTERNATIONAL EXECUTIVE

Over $5 Billion	$ 98,400	$25,400	$123,800	*	$108,000	*
All Levels	**100,100**	**35,900**	**135,000**	*	**108,000**	*

Percentage paying bonus: 100

Average bonus as a percentage of base salary: 40

†Annual rate as of January 31, 1981 **Insufficient data*

Table 346
CONTROLLER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$50-100 Million	$ 34,800	$ 8,300	$ 43,100	*	$ 34,800	*
$100-200	43,400	5,900	49,300	*	48,000	*
$200-500	48,500	9,500	58,000	$37,900	53,300	$40,500
$500-1 Billion	68,700	18,200	86,900	*	73,400	*
$1-2	*	*	*	*	*	*
$2-5	*	*	*	*	*	*
Over $5 Billion	102,800	34,100	136,900	*	107,100	*
All Levels	**58,600**	**16,000**	**74,600**	**44,400**	**62,400**	**48,100**

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 26

Table 347
TREASURER

$100-200 Million	$48,700	$15,700	$64,400	*	$51,300	*
$200-500	62,400	6,500	68,900	*	66,400	*
$500-1 Billion	*	*	*	*	*	*
$1-2	68,600	9,700	78,300	*	77,300	*
$2-5	*	*	*	*	*	*
Over $5 Billion	79,700	18,400	98,100	*	85,200	*
All Levels	**64,900**	**13,000**	**77,900**	**$60,200**	**69,400**	**$68,200**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 21

Textiles and Apparel §

Table 348
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$100-200 Million	$147,400	$ 58,200	$205,600	*	$151,300	*
$200-500	150,000	72,700	222,700	*	165,500	*
$500-1 Billion	175,500	78,100	253,600	*	174,800	*
Over $1 Billion	252,500	106,700	359,200	*	265,000	*
All Levels	**168,800**	**75,100**	**243,900**	**$98,500**	**177,400**	**$102,500**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 46

§The following position was omitted because of insufficient data: top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 349

CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$140,000	$92,500	$232,500	*	$163,300	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	208,300	97,700	306,000	*	208,300	*
All Levels	**170,600**	**90,300**	**260,900**	*	**186,900**	*

Percentage paying bonus: 80

Average bonus as a percentage of base salary: 54

Table 350

TOP FINANCIAL OFFICER

$100-200 Million	$ 69,200	$23,700	$ 92,900	*	$ 71,200	*
$200-500	91,300	38,800	130,100	*	98,300	*
$500-1 Billion	98,300	37,300	135,600		107,400	*
Over $1 Billion	141,300	53,100	194,400	*	147,000	*
All Levels	**95,000**	**34,400**	**129,400**	**$61,800**	**100,800**	**$64,500**

Percentage paying bonus: 83

Average bonus as a percentage of base salary: 34

Table 351

TOP MARKETING EXECUTIVE

$500 Million-1 Billion	$122,600	$63,800	$186,400	*	$138,000	*
All Levels	**103,000**	**42,600**	**145,600**	*	**112,700**	*

Percentage paying bonus: 82

Average bonus as a percentage of base salary: 40

Table 352

TOP SALES EXECUTIVE

$100-200 Million	$70,000	$19,000	$89,000	*	$71,700	*
All Levels	**69,800**	**22,400**	**92,200**	**$64,500**	**74,800**	**$68,900**

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 34

Table 353

TOP MANUFACTURING EXECUTIVE

$200-500 Million	$96,600	$26,400	$123,000	*	$102,900	*
All Levels	**82,600**	**24,900**	**107,500**	**$71,600**	**85,700**	**$74,600**

Percentage paying bonus: 67

Average bonus as a percentage of base salary: 30

†Annual rate as of January 31, 1981 **Insufficient data*

Table 354

TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	*	*	*	$57,500	*	$57,500
$200-500	$49,200	$12,300	$ 61,500	60,000	$52,100	*
$500-1 Billion	65,000	24,400	89,400	*	75,000	*
Over $1 Billion	75,800	25,600	101,400	*	79,300	*
All Levels	**59,800**	**19,000**	**78,700**	**49,500**	**64,000**	**51,100**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 29

Table 355

TOP STRATEGIC PLANNING EXECUTIVE

$200-500 Million	$56,100	$16,900	$73,000	*	$59,700	*
All Levels	**64,300**	**19,200**	**83,500**	*	**67,800**	*

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 27

Table 356

TOP LEGAL EXECUTIVE

$500 Million-1 Billion	$ 79,100	$21,800	$100,900	*	$ 86,800	*
Over $1 Billion	111,100	44,700	155,800	*	116,500	*
All Levels	**88,700**	**33,800**	**122,500**	*	**96,000**	*

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 38

Table 357

CONTROLLER

$100-200 Million	$55,300	$14,400	$69,700	*	$59,300	*
$200-500	49,500	13,800	63,300	*	53,300	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	69,700	22,300	92,000	*	72,200	*
All Levels	**55,100**	**16,100**	**71,200**	**$47,000**	**58,900**	**$49,000**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 27

Table 358

TREASURER

$200-500 Million	$45,500	$11,900	$57,400	*	$48,100	*
All Levels	**50,400**	**14,400**	**64,800**	**$45,200**	**55,200**	**$47,800**

Percentage paying bonus: 64

Average bonus as a percentage of base salary: 27

†Annual rate as of January 31, 1981 **Insufficient data*

Transportation §

Table 359
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$108,400	$ 38,300	$146,700	*	$120,000	*
$100-200	146,700	58,000	204,700	$ 69,500	146,700	$ 72,900
$200-500	153,100	54,200	207,300	*	158,600	*
$500-1 Billion	200,700	99,300	300,000	*	210,300	*
$1-2	290,700	181,300	472,000	*	332,300	*
Over $2 Billion	308,200	98,200	406,400	*	308,200	*
All Levels	**191,200**	**81,600**	**272,800**	**116,800**	**201,300**	**119,900**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 40

Table 360
CHIEF OPERATING OFFICER

$100-200 Million	$ 88,400	$24,500	$112,900	$73,800	$ 88,400	$81,600
$200-500	113,100	38,200	151,300	*	118,100	*
$500-1 Billion	123,300	45,700	169,000	*	131,700	*
All Levels	**118,600**	**42,000**	**160,600**	**86,400**	**126,500**	**90,800**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 33

Table 361
TOP FINANCIAL OFFICER

$100-200 Million	$ 68,300	$20,100	$ 88,400	$52,000	$ 68,300	$56,500
$200-500	82,500	24,800	107,300	*	88,800	*
$500-1 Billion	108,000	39,700	147,700	*	114,000	*
$1-2	*	*	*	*	*	*
Over $2 Billion	143,700	44,500	188,200	*	157,000	*
All Levels	**92,000**	**30,900**	**122,900**	**80,300**	**98,700**	**78,300**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 32

Table 362
TOP MARKETING EXECUTIVE

$100-200 Million	*	*	*	$52,800	*	$57,400
$200-500	$ 67,400	$13,500	$ 80,900	*	$ 69,200	*
$500-1 Billion	80,700	15,200	95,900	*	83,700	*
$1-2	*	*	*	*	*	*
Over $2 Billion	122,700	27,800	150,500	*	128,700	*
All Levels	**82,400**	**21,200**	**103,600**	**75,700**	**88,000**	**78,500**

Percentage paying bonus: 69

Average bonus as a percentage of base salary: 23

§The following positions were omitted because of insufficient data: top manufacturing executive, top international executive.
*†Annual rate as of January 31, 1981 *Insufficient data*

Table 363
TOP SALES EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	$52,700	$14,400	$67,100	*	$54,500	*
$200-500	55,000	15,600	70,600	*	56,700	*
All Levels	**53,800**	**14,500**	**68,300**	**$67,900**	**55,800**	**$73,200**

Percentage paying bonus: 59

Average bonus as a percentage of base salary: 27

Table 364
TOP HUMAN RESOURCES EXECUTIVE

$200-500 Million	$ 51,400	$12,500	$ 63,900	*	$ 53,500	*
$500-1 Billion	65,700	22,800	88,500	*	65,700	*
Over $1 Billion	103,300	34,500	137,800	*	109,800	*
All Levels	**61,400**	**16,700**	**78,100**	**$66,900**	**63,800**	**$69,600**

Percentage paying bonus: 71

Average bonus as a percentage of base salary: 22

Table 365
TOP STRATEGIC PLANNING EXECUTIVE

Over $1 Billion	$80,000	$27,700	$107,700	*	$83,600	*
All Levels	**74,500**	**27,400**	**101,900**	**$89,900**	**78,000**	**$92,300**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 31

Table 366
TOP LEGAL EXECUTIVE

$200-500 Million	$ 74,800	$15,000	$ 89,800	*	$ 78,400	*
$500-1 Billion	81,400	19,700	101,100	*	84,300	*
$1-2	*	*	*	*	*	*
Over $2 Billion	120,900	36,900	157,800	*	124,100	*
All Levels	**86,100**	**22,000**	**108,000**	**$83,200**	**90,100**	**$85,200**

Percentage paying bonus: 88

Average bonus as a percentage of base salary: 25

Table 367
CONTROLLER

$200-500 Million	$57,600	$14,700	$72,300	*	$61,000	*
$500-1 Billion	55,000	12,100	67,100	*	58,500	*
$1-2	65,400	25,300	90,700	*	75,400	*
Over $2 Billion	69,200	15,600	84,800	*	71,900	*
All Levels	**57,400**	**14,200**	**71,600**	**$49,900**	**61,200**	**$51,800**

Percentage paying bonus: 77

Average bonus as a percentage of base salary: 24

†Annual rate as of January 31, 1981 **Insufficient data*

Table 368
TREASURER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$46,600	$11,400	$58,000	*	$48,100	*
$500-1 Billion	56,300	8,900	65,200	*	62,500	*
$1-2	65,700	29,300	95,000	*	79,300	*
Over $2 Billion	71,500	19,800	91,300	*	74,500	*
All Levels	**52,900**	**13,100**	**66,000**	**$48,400**	**57,500**	**$52,600**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 24

Transportation Equipment §

Table 369
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 75,700	$ 5,100	$ 80,800	*	$ 75,700	*
$50-100	132,700	23,000	155,700	*	136,200	*
$100-500	213,900	23,500	237,400	*	223,900	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	333,200	167,800	501,000	*	348,000	*
All Levels	**202,400**	**63,000**	**265,400**	**$287,900**	**209,200**	**$287,900**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 26

Table 370
CHIEF OPERATING OFFICER

$100-500 Million	$159,600	$13,100	$172,700	*	$166,300	*
$500-1 Billion	177,700	59,300	237,000	*	183,000	*
Over $1 Billion	*	*	*	*	*	*
All Levels	**140,000**	**50,800**	**190,800**	**$252,300**	**148,700**	**$252,300**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 36

§The following positions were omitted because of insufficient data: top sales executive, top strategic planning executive, top international executive.

*†Annual rate as of January 31, 1981 *Insufficient data*

Table 371

TOP FINANCIAL OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$ 52,000	$ 5,500	$ 57,500	*	$ 53,400	*
$50-100	*	*	*	*	*	*
$100-500	89,900	13,200	103,100	*	94,400	*
$500-1 Billion	106,000	35,900	141,900	*	115,500	*
$1-2	155,300	69,600	224,900	*	165,000	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**100,700**	**29,700**	**130,400**	**$113,200**	**105,600**	**$113,200**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 25

Table 372

TOP MARKETING EXECUTIVE

$50-100 Million	$64,700	$11,300	$ 76,000	*	$67,900	*
$100-500	*	*	*	*	*	*
$500-1 Billion	80,800	19,200	100,000	*	83,600	*
All Levels	**87,800**	**23,800**	**111,600**	*	**90,500**	*

Percentage paying bonus: 92

Average bonus as a percentage of base salary: 22

Table 373

TOP MANUFACTURING EXECUTIVE

$50-100 Million	$60,500	$11,400	$71,900	*	$63,800	*
All Levels	**68,700**	**14,300**	**83,000**	**$114,000**	**71,400**	**$99,000**

Percentage paying bonus: 75

Average bonus as a percentage of base salary: 20

Table 374

TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$44,200	$ 2,700	$ 46,900	*	$45,100	*
$100-500	60,900	6,600	67,500	*	61,900	*
$500-1 Billion	63,900	13,900	77,800	*	65,000	*
$1-2	*	*	*	*	*	*
Over $2 Billion	92,700	34,400	127,100	*	97,700	*
All Levels	**67,200**	**15,100**	**82,300**	*	**69,300**	*

Percentage paying bonus: 90

Average bonus as a percentage of base salary: 20

†Annual rate as of January 31, 1981 **Insufficient data*

Table 375
TOP LEGAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$100-500 Million	$ 67,900	$ 5,300	$ 73,200	*	$ 69,500	*
$500-1 Billion	62,900	15,000	77,900	*	66,100	*
$1-2	77,300	29,500	106,800	*	86,000	*
Over $2 Billion	133,000	36,300	169,300	*	112,300	*
All Levels	**81,800**	**18,300**	**100,100**	*	**80,700**	*

Percentage paying bonus: 94

Average bonus as a percentage of base salary: 22

Table 376
CONTROLLER

$50-100 Million	$48,600	$ 8,800	$ 57,400	*	$52,700	*
$100-500	62,000	2,700	64,700	*	63,700	*
$500-1 Billion	*	*	*	*	*	*
$1-2	85,500	26,500	112,000	*	91,300	*
All Levels	**64,000**	**12,600**	**76,600**	**$76,400**	**67,900**	**$78,600**

Percentage paying bonus: 79

Average bonus as a percentage of base salary: 17

Table 377
TREASURER

$500 Million-1 Billion	$46,700	$ 4,300	$51,000	*	$48,300	*
$1-2	71,800	21,200	93,000	*	77,000	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**63,300**	**12,600**	**75,800**	**$85,000**	**66,000**	**$85,000**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 17

Utilities §

Table 378
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
Under $200 Million	$133,300	$ 81,700	$215,000	$ 98,200	$140,000	$105,000
$200-500	*	*	*	138,500	*	144,700
$500-1 Billion	*	*	*	175,200	*	183,100
$1-2	*	*	*	*	*	*
Over $2 Billion	222,500	121,300	343,800	232,000	222,500	237,600
All Levels	**210,800**	**99,100**	**309,900**	**175,600**	**200,000**	**183,200**

Percentage paying bonus: 21

Average bonus as a percentage of base salary: 48

§The following positions were omitted because of insufficient data: top sales executive, top manufacturing executive, top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 379
CHIEF OPERATING OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	*	*	*	$ 63,300	*	$ 68,300
$200-500	*	*	*	100,000	*	102,500
$500-1 Billion	*	*	*	135,000	*	137,900
$1-2	$187,300	$60,500	$247,800	159,500	$191,700	167,000
Over $2 Billion	*	*	*	173,600	*	182,000
All Levels	**132,600**	**53,500**	**186,100**	**133,600**	**139,500**	**139,100**

Percentage paying bonus: 23

Average bonus as a percentage of base salary: 39

Table 380
TOP FINANCIAL OFFICER

SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $200 Million	*	*	*	$ 52,200	*	$ 54,900
$200-500	*	*	*	87,100	*	89,100
$500-1 Billion	$ 84,800	$30,400	$115,200	93,400	$ 93,800	97,700
$1-2	129,900	53,900	183,800	115,800	131,800	121,300
Over $2 Billion	114,700	33,600	148,300	107,300	126,300	109,900
All Levels	**92,700**	**34,100**	**126,800**	**95,900**	**98,800**	**99,500**

Percentage paying bonus: 27

Average bonus as a percentage of base salary: 33

Table 381
TOP MARKETING EXECUTIVE

SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$200-500 Million	$51,100	$ 5,500	$56,600	$66,900	$53,800	$70,700
$500-1 Billion	*	*	*	66,500	*	69,900
$1-2	*	*	*	89,200	*	97,100
Over $2 Billion	*	*	*	*	*	*
All Levels	**63,500**	**21,300**	**84,800**	**68,000**	**67,400**	**72,400**

Percentage paying bonus: 33

Average bonus as a percentage of base salary: 30

Table 382
TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$200-500 Million	*	*	*	$52,600	*	$54,100
$500-1 Billion	$47,700	$ 6,900	$54,600	60,600	$50,200	63,100
$1-2	64,600	21,500	86,100	69,100	66,400	72,500
Over $2 Billion	*	*	*	74,000	*	76,400
All Levels	**57,900**	**16,600**	**74,500**	**63,400**	**60,400**	**65,900**

Percentage paying bonus: 19

Average bonus as a percentage of base salary: 30

†Annual rate as of January 31, 1981 **Insufficient data*

Table 383
TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	1980 BONUS COMPANIES Average Bonus	1980 BONUS COMPANIES Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	1981† SALARIES Nonbonus Companies
$500 Million-1 Billion	*	*	*	$68,000	*	$73,700
$1-2	*	*	*	81,000	*	84,600
Over $2 Billion	*	*	*	83,000	*	84,900
All Levels	**$57,000**	**$25,200**	**$82,200**	**76,700**	**$63,100**	**78,300**

Percentage paying bonus: 23

Average bonus as a percentage of base salary: 40

Table 384
TOP LEGAL EXECUTIVE

$200-500 Million	*	*	*	$68,100	*	$ 69,500
$500-1 Billion	$ 77,000	$30,000	$107,000	81,700	$ 84,300	86,200
$1-2	90,400	30,300	120,700	89,300	94,600	95,400
Over $2 Billion	118,300	33,900	152,200	99,200	128,300	100,700
All Levels	**77,300**	**25,800**	**103,100**	**81,900**	**82,300**	**85,400**

Percentage paying bonus: 32

Average bonus as a percentage of base salary: 34

Table 385
CONTROLLER

Under $200 Million	*	*	*	$37,000	*	$39,800
$200-500	*	*	*	*	*	*
$500-1 Billion	$54,200	$10,800	$65,000	63,900	$56,800	66,200
$1-2	67,400	22,300	89,700	66,000	70,800	68,100
Over $2 Billion	*	*	*	66,800	*	68,300
All Levels	**56,300**	**12,700**	**69,000**	**59,900**	**58,600**	**61,900**

Percentage paying bonus: 18

Average bonus as a percentage of base salary: 18

Table 386
TREASURER

$200-500 Million	*	*	*	$48,900	*	$50,400
$500-1 Billion	*	*	*	54,300	*	56,900
$1-2	$63,600	$18,400	$82,000	66,700	$63,600	70,700
Over $2 Billion	*	*	*	64,600	*	67,700
All Levels	**62,700**	**9,400**	**72,100**	**58,300**	**63,600**	**61,100**

Percentage paying bonus: 25

Average bonus as a percentage of base salary: 15

†Annual rate as of January 31, 1981 **Insufficient data*

Wholesale Trade §

Table 387
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$ 70,500	$ 17,100	$ 87,600	*	$ 72,800	*
$25-50	140,700	60,700	201,400	$86,000	151,000	$ 91,700
$50-100	84,900	98,300	183,200	*	157,500	*
$100-200	117,500	34,300	151,800	*	122,700	*
$200-500	163,300	100,000	263,300	*	171,700	*
$500-1 Billion	203,100	41,300	244,400	*	203,100	*
$1-2	202,700	171,700	374,400	*	202,700	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**131,500**	**60,800**	**192,300**	**98,300**	**143,000**	**111,100**

Percentage paying bonus: 78

Average bonus as a percentage of base salary: 47

Table 388
CHIEF OPERATING OFFICER

Under $50 Million	$ 87,600	$42,200	$129,800	*	$ 91,800	*
$50-100	*	*	*	*	*	*
$100-200	95,400	38,600	134,000	*	99,400	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	154,300	98,200	252,500	*	164,300	*
All Levels	**118,100**	**46,700**	**164,800**	**$83,300**	**125,100**	**$88,300**

Percentage paying bonus: 86

Average bonus as a percentage of base salary: 39

Table 389
TOP FINANCIAL OFFICER

$25-50 Million	$51,900	$17,000	$ 68,900	$68,300	$ 57,500	$68,300
$50-100	53,100	23,500	76,600	*	57,600	*
$100-200	68,000	17,200	85,200	*	70,700	*
$200-500	*	*	*	*	*	*
$500-1 Billion	77,900	15,000	92,900	*	80,900	*
$1-2	87,300	70,200	157,500	*	108,300	*
All Levels	**66,200**	**24,600**	**90,800**	**66,300**	**72,300**	**70,000**

Percentage paying bonus: 76

Average bonus as a percentage of base salary: 35

§The following positions were omitted because of insufficient data: top strategic planning executive, top international executive.

†Annual rate as of January 31, 1981 **Insufficient data*

Table 390

TOP MARKETING EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$51,900	$11,900	$63,800	*	$53,000	*
$100-200	68,900	9,500	78,400	*	73,300	*
All Levels	**64,700**	**34,900**	**99,600**	**$51,200**	**71,900**	**$52,800**

Percentage paying bonus: 73

Average bonus as a percentage of base salary: 56

Table 391

TOP SALES EXECUTIVE

Under $50 Million	$44,000	$33,400	$77,400	*	$48,600	*
$50-100	*	*	*	*	*	*
$100-200	56,000	12,700	68,700	*	58,000	*
$200-500	*	*	*	*	*	*
$500-1 Billion	*	*	*	*	*	*
$1-2	*	*	*	*	*	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**54,600**	**18,700**	**73,300**	**$65,100**	**56,500**	**$71,000**

Percentage paying bonus: 81

Average bonus as a percentage of base salary: 37

Table 392

TOP MANUFACTURING EXECUTIVE

$25-50 Million	$36,900	$ 2,500	$39,400	*	$39,400	*
$50-100	48,600	21,200	69,800	*	51,900	*
All Levels	**50,300**	**19,700**	**70,000**	**$39,000**	**52,500**	**$43,300**

Percentage paying bonus: 79

Average bonus as a percentage of base salary: 38

Table 393

TOP HUMAN RESOURCES EXECUTIVE

$100-200 Million	$47,000	$6,200	$53,200	$39,300	$48,500	$40,700
All Levels	**48,900**	**9,000**	**57,900**	**41,500**	**52,300**	**42,500**

Percentage paying bonus: 65

Average bonus as a percentage of base salary: 16

†Annual rate as of January 31, 1981 **Insufficient data*

Table 394
TOP LEGAL EXECUTIVE

SALES VOLUME	1980 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1980 NONBONUS COMPANIES Total Compensation	1981† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$61,000	$15,600	$ 76,600	*	$62,200	*
$100-500	72,400	16,000	88,400	*	74,000	*
$500-1 Billion	*	*	*	*	*	*
$1-2	75,500	49,000	124,500	*	96,500	*
All Levels	**70,300**	**24,300**	**94,600**	*	**78,100**	*

Percentage paying bonus: 85

Average bonus as a percentage of base salary: 33

Table 395
CONTROLLER

$25-50 Million	$30,500	$ 2,100	$32,600	*	$33,300	*
$50-100	32,300	6,900	39,200	*	34,000	*
$100-200	44,700	8,900	53,600	*	46,500	*
$200-500	47,600	19,600	67,200	*	55,300	*
$500-1 Billion	47,300	1,600	48,900	*	49,200	*
$1-2	58,500	32,800	91,300	*	64,500	*
Over $2 Billion	*	*	*	*	*	*
All Levels	**44,000**	**12,500**	**56,400**	**$40,900**	**47,100**	**$43,700**

Percentage paying bonus: 87

Average bonus as a percentage of base salary: 28

Table 396
TREASURER

$100-200 Million	$46,300	$3,400	$49,700	*	$47,100	*
$200-500	48,900	6,800	55,700	*	52,200	*
$500-1 Billion	55,200	3,800	59,000	*	61,900	*
Over $1 Billion	*	*	*	*	*	*
All Levels	**47,600**	**9,500**	**57,100**	**$33,800**	**50,600**	**$33,800**

Percentage paying bonus: 84

Average bonus as a percentage of base salary: 22

†Annual rate as of January 31, 1981 **Insufficient data*